



PROJECT OVERSIGHT PROGRAM

Part II: Processes, Templates & Reports

State of Missouri
Office of Information Technology

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PREFACE

Part II of the MPOP Manual, Project Oversight Processes, Templates and Reports, includes an overview of the project oversight methodology, the process models and detail for the oversight processes as well as specific templates and report examples used to manage and implement the project oversight methodology.

PROJECT OVERSIGHT METHODOLOGY INTRODUCTION

An oversight program, by most definitions, is the analysis of specific project activities and documentation to determine if the project is on track to be completed within the estimated schedule and cost, and will provide the functionality required by the sponsoring business entity. While these activities are certainly an important part of an oversight methodology, the only real benefit they provide is the dissemination of project status to stakeholders. They do little to help improve the projects probability of success. The Missouri Project Oversight Program (MPOP) has taken oversight one-step further. Instead of simply acting as a “watchdog” over the project, MPOP includes proactive strategies that allow the oversight processes to become an active influence on the success of the project.

A key benefit of MPOP is the support provided to the Project Manager. MPOP is in place to help keep the Project Manager focused on the critical path, help anticipate project needs, and allow the Project Manager to identify, prioritize, and address issues in a timely and effective manner. With this support, the chance of successful on-time and on-budget project implementation is significantly increased. It’s important to note that in order to realize these added benefits a strong, mutually beneficial relationship between the Oversight Manager and the Project Manager/project team are essential. The processes and tools defined in this manual have been carefully designed with this type of relationship in mind.

The appropriate implementation of this project oversight methodology has proven to be of considerable value to Missouri IT projects. Implementing an oversight approach that combines project status assessment, monitoring, and reporting with the added value of high-level Project Manager support, allows the Project Manager to attack detail-level issues and tasks with confirmation that the overall project is on track. Project success becomes a team effort between the project team, the Project Manager, the Oversight Manager and the oversight committee with the ultimate goal of increased IT system quality.

OVERSIGHT METHODOLOGY OVERVIEW

The Oversight Methodology processes, sub processes, templates, and associated narratives identified in this part enable the Oversight Manager to perform the function of project oversight to the benefit of Missouri's IT initiatives. The processes covered in Project Oversight Manual Part II, Chapters 1 – 5 are provided in the order which follows the natural flow of the oversight activities.

There are five primary processes:

- Oversight Initiation Process
- Oversight Planning Process
- Oversight Implementation Process
- Oversight Closeout Process
- Oversight Vitality Process

Associated IT management processes include:

- Project Management Methodology (PMM)
- Missouri Value Assessment Program (MoVAP)
- Missouri Adaptive Enterprise Architecture (MAEA)
- Missouri Risk Management Program
- Missouri Performance Management methodology

Major Deliverables from these processes include:

- Oversight Project Model
- Oversight Summary Reports
- Project Improvement Plans
- Oversight Issues Reports
- Oversight Projects Rollup Report
- Weekly Events Report
- Process Improvement Reports
- MPOP Methodology Change Request

Documentation utilized by these processes includes:

- Project Oversight Manual Part I and Part II
- Missouri Value Assessment Program (MoVAP) questionnaire
- Missouri Adaptive Enterprise Architecture (MAEA) Blueprint
- Project Related Documentation

Figure 1, the Project Oversight Methodology Overview presents the five primary processes of the oversight methodology. The processes flow into each other in waterfall fashion starting with Oversight Initiation and ending with the Oversight Vitality Process. The key element of the methodology is the Oversight Project Model (OPM). It is central to the entire methodology and its accurate reflection of the project is critical to successful project oversight.

The initiation and planning processes are involved in producing the OPM and ensuring it closely models the project. Adapting the OPM to closely mirror the project is what makes the MPOP viable for all critical Missouri IT Projects. Some examples of implemented customizations include adapting the OPM to accommodate:

- Iterative development projects
- Differences in software development methodologies such as Structured Systems Analysis and Design (SSAD), the Rational Unified Process (RUP), or Object Oriented Analysis and Design (OOAD)
- Separation of OPM components by responsible party (e.g., State & Vendor)
- Separation of service components by agency IT organization structure (e.g., Networking, Software Engineering, Training, Operations, etc.)

The implementation process applies the OPM to the project and generates revisions to the OPM as project characteristics change. The closeout process generates potential process improvements for the overall oversight methodology. The MPOP Vitality Process ensures the actual implementation of the process improvements and their inclusion in future revisions of the MPOP. Through these processes, the methodology not only provides an increased probability of project success through its implementation, but also promotes its own improvement.

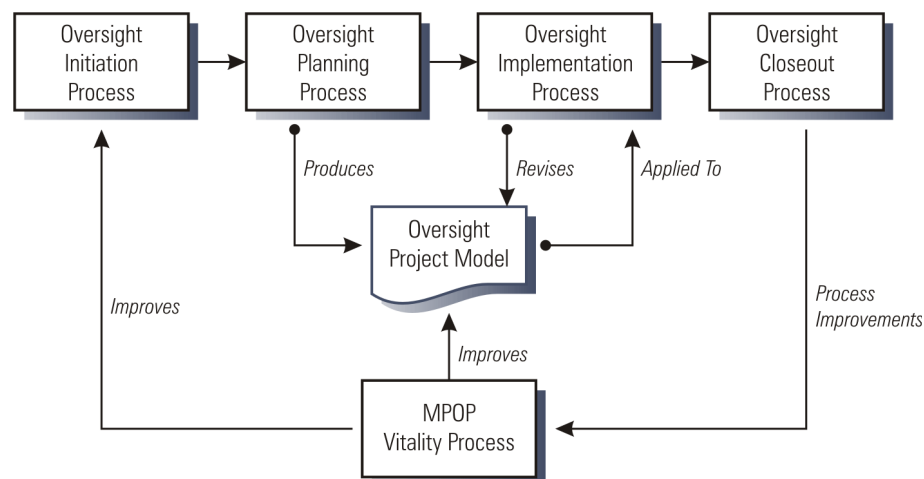
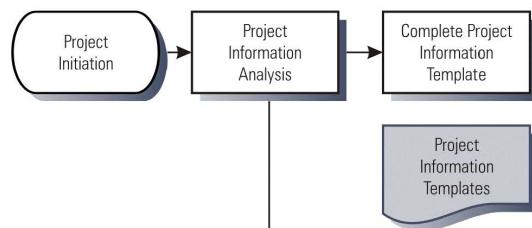


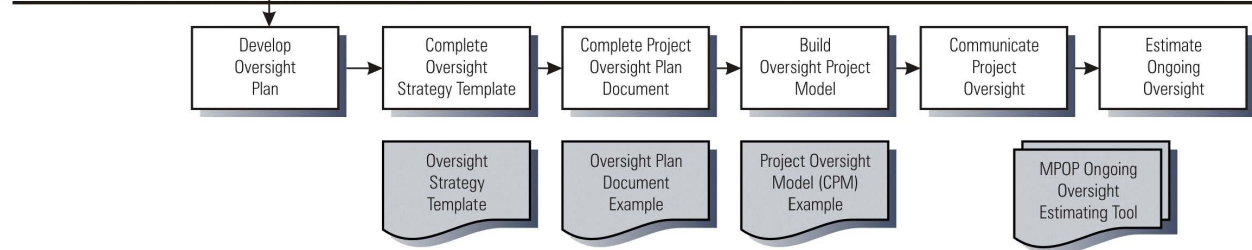
Figure 1. Project Oversight Methodology Overview

Each of these five primary processes is supported by a number of sub processes, templates and report examples that facilitate execution of the Project Oversight Program. Figure 2, Oversight Processes, Templates and Reports, identifies the sub processes, templates and report examples and their relationships.

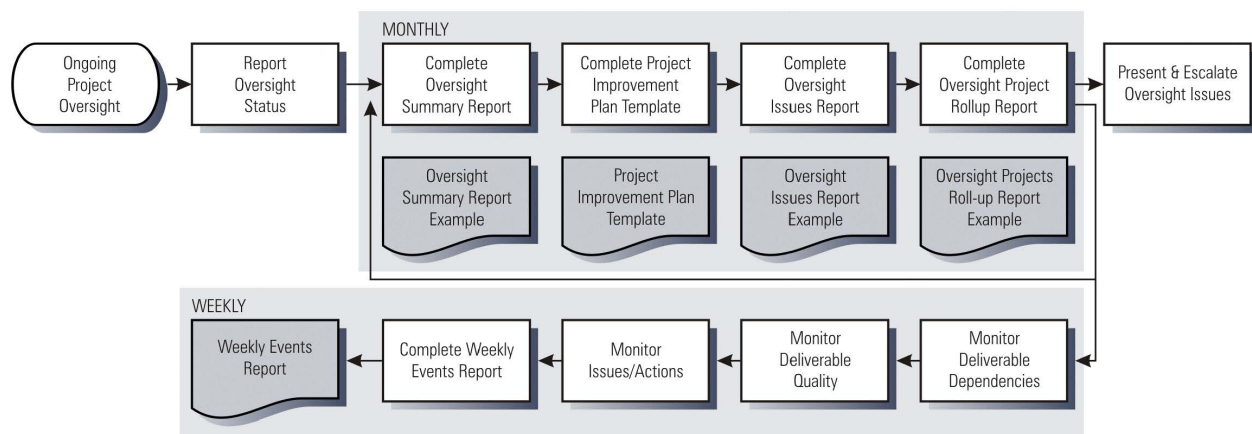
INITIATION PROCESS



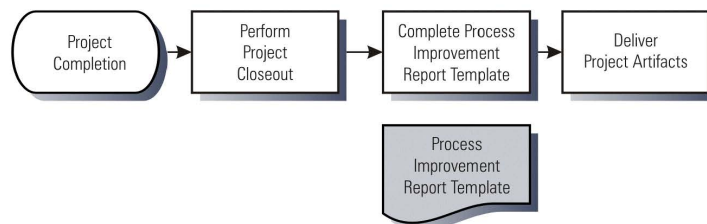
PLANNING PROCESS



IMPLEMENTATION PROCESS



CLOSEOUT PROCESS



VITALITY PROCESS

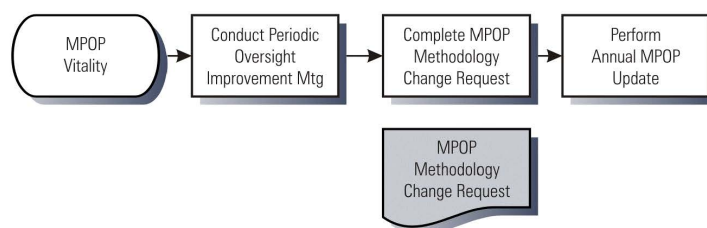


Figure 2. Oversight Processes, Templates and Reports

The detailed process models and templates including associated narratives are presented in Chapters 1-5. The following provides a brief description of the five primary processes.

OVERSIGHT INITIATION PROCESS

The Oversight Initiation Process has the primary objective of ensuring that the Oversight Manager gains a strong understanding of the project and its potential risk areas. To make this possible this process includes the initial contacts with the project stakeholders and the accumulation of project documentation that will be used throughout the life of the project. Included is an initial identification and analysis of critical project information, which results in an understanding of the project risks. The oversight methodology relies upon this information and analysis to identify and configure the oversight toolset. The Oversight Initiation Process is supported by a number of sub processes and templates. The sub processes and templates that support the Oversight Initiation Process are as follows:

- Sub Processes
 - Project Information Analysis
 - Complete Project Information Template
- Templates
 - Project Information Template

OVERSIGHT PLANNING PROCESS

Planning is critical to the success of any endeavor and project oversight is no exception. The Oversight Planning Process starts with the development of an oversight strategy and an oversight plan, each is a key product derived using the results of the analysis of project information obtained during the Oversight Initiation Process. It also involves perhaps the most important step of the methodology, development of the Oversight Project Model (OPM). The OPM is the main tool used during the Oversight Implementation Process. The Oversight Manager also estimates the overall man-hours needed for the implementation and closeout efforts. Finally all oversight information, tools, and plans are communicated to the project team and the oversight committee to ensure a clear understanding of the role that oversight will play during the project.

The Oversight Planning Process is supported by a number of sub processes and templates. The sub processes and templates that support the Oversight Planning Process are as follows:

- [Sub Processes](#)
 - Develop Oversight Plan
 - Complete Oversight Strategy Template
 - Complete Project Oversight Plan Document
 - Build Oversight Project Model
 - Estimate Oversight Implementation and Closeout Effort
 - Communicate Project Oversight
- Templates
 - Oversight Strategy Template

OVERSIGHT IMPLEMENTATION PROCESS

The Oversight Implementation Process is the central process in the entire methodology. Implementation activities include the continuous monitoring of project performance, quality, and risks using the OPM. It also involves the reporting functions needed to communicate project health throughout the project lifecycle. The Oversight Implementation Process is supported by a number of sub processes and templates. The sub processes and templates that support the implementation process are as follows:

- Sub Processes
 - Report Oversight Status
 - Complete Oversight Summary Report
 - Complete Project Improvement Plan Template
 - Complete Oversight Issues Report
 - Complete Oversight Projects Rollup Report
 - Present and Escalate Oversight Issues
 - Monitor Deliverable Dependencies
 - Evaluate Deliverable Quality
 - Monitor Issues/Actions
 - Complete Weekly Events Report
- Templates
 - Project Improvement Plan Template

OVERSIGHT CLOSEOUT PROCESS

The Oversight Closeout Process is the final process performed after final system implementation and completion of the project. Closeout is determined when all of the requirements within the scope have been met, users have reviewed and accepted the system, and the Project Sponsor has signed-off. The two primary objectives of the closeout process are process improvement and collection of final project information.

The process improvement objective is primarily for the oversight methodology and the agency IT organization and processes. It is through beneficial changes in the oversight methodology that the Oversight Project Model will improve to more accurately reflect future projects and increase the Oversight Manager's ability to impact quality for a project. The MPOP Vitality Process is intended to define the processes for this purpose.

The closeout process may also provide potential improvements to other Missouri IT program such as Risk Management, Project Management, etc. Through continuous improvement to Missouri's IT programs, the quality of Missouri's IT systems should also improve. The collection of project information such all OPM versions, Oversight Issue Reports, Oversight Summary Reports, etc into a repository provides a historical record of the project for future reference. The sub processes and templates that support the Oversight Closeout Process are as follows:

- Sub Processes
 - Perform Project Closeout
 - Complete Process Improvement Template
 - Deliver Project Artifacts
- Templates
 - Process Improvement Template

OVERSIGHT VITALITY PROCESS

The MPOP methodology is not a static document. Rather, the MPOP processes and templates are tools that help the Oversight Manager perform the function of project oversight to the benefit of Missouri's IT initiatives. To this end, the Oversight Vitality Process is required to maintain the currency, accuracy and focus of the Missouri Project Oversight Program through an annually scheduled revision of the oversight methodology.

To ensure the continued viability of the oversight program, the findings and recommendations identified in the Oversight Closeout Process improvement plans need to be fed back for inclusion in the MPOP for future oversight engagements. In addition to project closeout improvement plans, routine oversight successes, lessons learned, and risk mitigation strategies of active project oversight engagements need to be captured to ensure the continued viability of the oversight program.

The Oversight Vitality Process involves monthly collaboration and communications between all Project Oversight Managers and the OIT Oversight Coordinator to review and document any potential changes to the MPOP. Such a review also affirms that changes in the state's business strategies, IT strategies, project management practices and any organizational or administrative influences are also captured as potential changes to the MPOP methodology. The Oversight Vitality Process ensures the actual implementation of the process improvements and their inclusion in the annual update to the MPOP manual.

The Oversight Vitality Process is planned and controlled by the OIT Project Oversight Coordinator. The process of reviewing and revising the MPOP is comprised of two sub-processes and a template to help capture, review and document oversight methodology changes:

- Sub Processes
 - Conduct Periodic Oversight Improvement Meeting
 - Complete MPOP Methodology Change Request Template
 - Perform Annual MPOP Update
- Templates

MPOP Methodology Change Request Template

CHAPTER 1: OVERSIGHT INITIATION PROCESS

This chapter provides a description of all processes, templates and report examples that are part of the Oversight Initiation Process. This process is a precursor to the Oversight Planning Process.

OVERVIEW

The oversight initiation process is comprised of steps that are performed as a precursor to the applied project oversight activities. It provides critical information needed to gain insight into the project and prepare project oversight tools. The sub-processes include:

- Project Information Analysis
- Complete Project Information Template

SUB-PROCESSES & TEMPLATES

Each of the sub-processes follows the same format:

Sub-Process

Process Model

Process Detail

Template (if applicable)

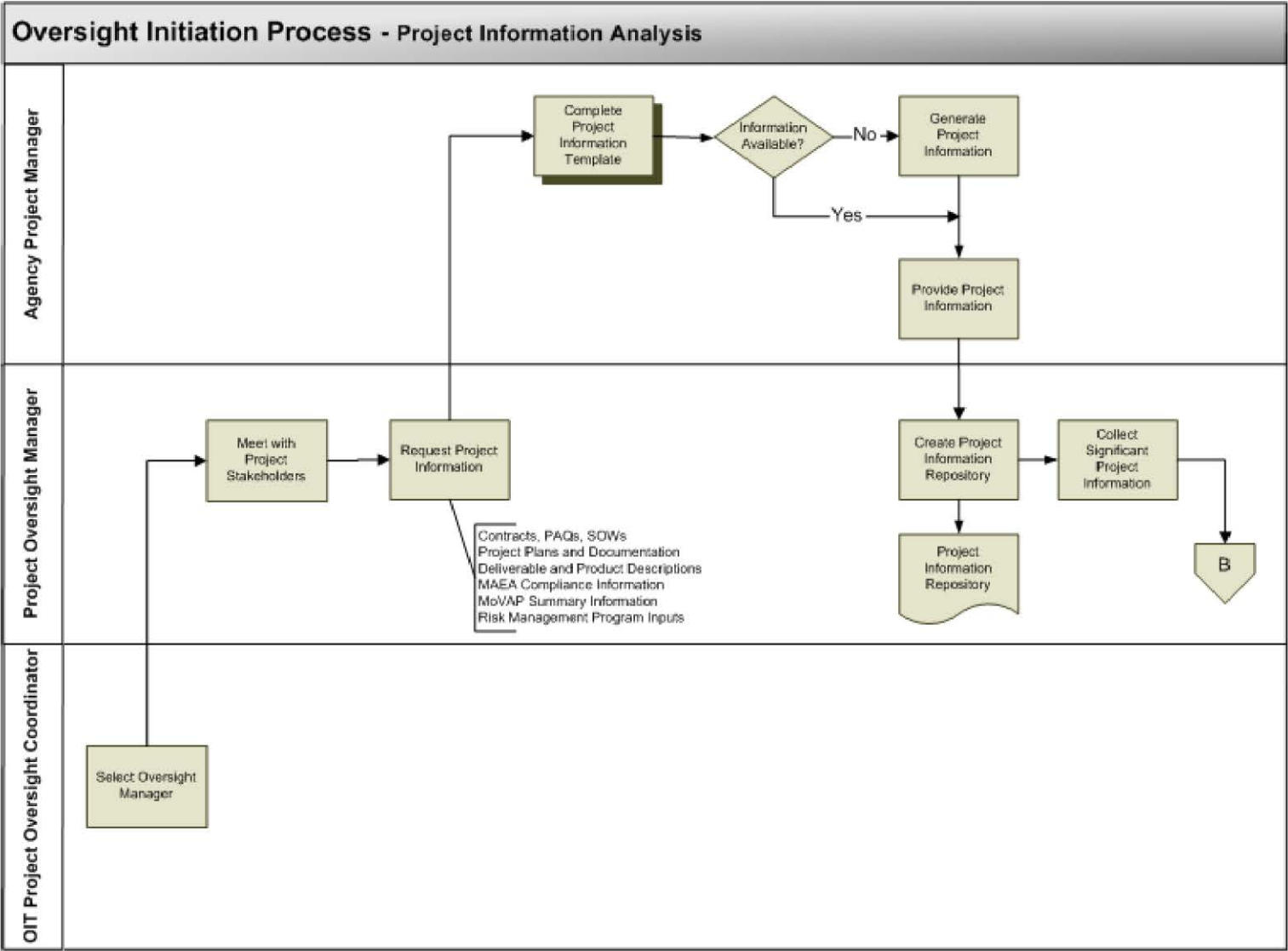
Overview

Sections

Sample Template Form

Template Detail

PROJECT INFORMATION ANALYSIS



This sub-process is triggered by:

- Initiation of Project Oversight by the Missouri Office of Information Technology (OIT)

Select Oversight Project Manager – OIT will be responsible for choosing the Oversight Manager and all contractual negotiations when contracting the oversight duties to a vendor. The Oversight Manager will take on full oversight responsibilities and begin to implement the oversight methodology as per this manual on a date chosen by OIT.

Due to the special needs of IT projects, it is recommended that the Oversight Manager possess considerable experience in the IT industry. A mix of both technical and project management experience is ideal. This will help ensure the Oversight Manager's ability to effectively apply the oversight methodology.

Meet with Project Stakeholders – A healthy relationship between the Oversight Manager and project stakeholders is essential to successful oversight and developing these relationships should start on the soonest possible occasion. The Oversight Manager should initiate meetings with the Project Manager, Project Director, agency director, agency CIO and any other member of management or organization representative that is a stakeholder to the project. The primary goals of these meetings are to:

- Begin to build relationships with stakeholders;
- Communicate general oversight principles;
- Begin to set expectations of oversight;
- Initiate the process of forming an oversight committee;
- Communicate immediate needs and plans for the Oversight Initiation and Planning processes;
- Collect contact information for all stakeholders;
- Schedule the Oversight Kickoff Meeting.

Request Project Information – The Oversight Manager makes a request for project information from the Agency Project Manager. This information will be available in various forms of documentation. At this time he/she makes the Project Information Template available. Included in this information should be all applicable project information that is generated from the Missouri Value Assessment Program (MoVAP), Missouri Adaptive Enterprise Architecture (MAEA) architecture compliance information, and risk information from the Missouri Risk Assessment Program.

Complete Project Information Template – The Agency Project Manager collects the information using the Project Information Template as a guide.

Generate Information – If the information needed is not available in any existing project documentation and it is determined that the information is important to the project given environmental factors and circumstances surrounding the project, then the Agency Project Manager will generate it.

Provide Project Information – Once collected or generated, the information is made available to the Oversight Manager.

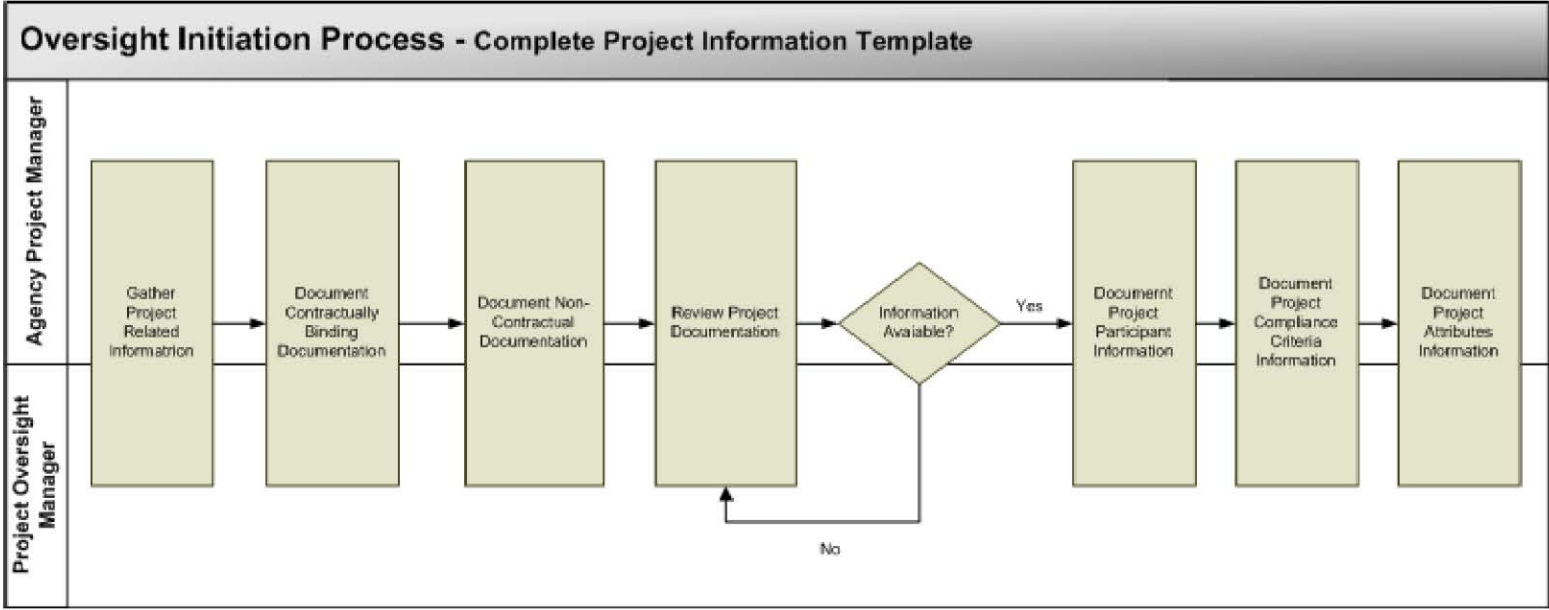
Create Project Information Repository – As documentation containing project information is received from the Agency Project Manager, the Oversight Manager should organize it by developing an

information repository. Both a physical and electronic environment should be made available, since it is likely that some documentation will not be available in electronic form.

Collect and Analyze Significant Project Information – The Oversight Manager will start the project information search with the most significant documents. These will include the contractually binding documents listed in section I of the Project Information Template and any additional documents that have been deemed significant by the Oversight Manager and Agency Project Manager. The documents are searched for information that is significant to the project.

Once collected, the information is then analyzed with two main objectives in mind. First, gain a general understanding of the project, the product/service to be produced, and the project environment. The second is to drive out high risk areas for the project that will require additional attention throughout the application of project oversight.

COMPLETE PROJECT INFORMATION TEMPLATE



After receiving the request for project information from the Oversight Manager, the Agency Project Manager must provide the information. Using the Project Information Template as a guide will help ensure a complete set of documentation and project information. The following process steps must be followed to aid in this documentation:

Gather Project Related Information – Search current documentation repositories to locate and gather documentation that is related to the target project. The Project Information Template lists the typical types of documentation associated with government IT projects. Any additional documents that do not fit into these ‘types’ should also be collected. An electronic copy of documentation is preferred.

Document Contractually Binding Documentation – This step assumes that there is a contractor involved in the project with a contractual obligation to the state agency to deliver project related products and/or services. All contractually binding deliverables will be found in these documents.

Separate the contractually binding from the non-contractual documents. (Contractual document will be important to determining the deliverables list during the Oversight Planning Process). The contractually binding documents are automatically considered significant documents. Enter the name and location of the contractually binding documents.

Document Non-contractual Documentation – Enter the name and location of all non-contractual documents. Although these documents are not contractually binding, they still can provide insight into the project and help identify project needs and risks. In the case of a project with no contracted labor, this documentation will be the sole source of information for the project.

Review Project Documentation – The project information identified in the template is needed by the Oversight Manager and the Agency Project Manager. Review this list and search the documents listed above to determine where this information can be found if it is available.

Document Project Participant Information – If the information is found, enter the document name, section number or heading, and page number. This will provide an index into the documents that will be used during later analysis efforts.

Document Project Compliance Criteria Information – If the information is found, enter the document name, section number or heading, and page number. This will provide an index into the documents that will be used during later analysis efforts.

Document Project Attributes Information – If the information is found, enter the document name, section number or heading, and page number. This will provide an index into the documents that will be used during later analysis efforts.

PROJECT INFORMATION TEMPLATE

Template Overview

When requesting project documentation, the Oversight Manager needs to receive a complete set of documentation. This template will serve as a checklist to help the Agency Project Manager to provide what is needed. The completed template will provide a comprehensive listing of initial project documentation and the location where it can be found (preferably electronic). This will aid the Oversight Manager in his research and analysis of project information. It is not necessarily expected that all projects will provide all of the potential documentation listed in the template.

Completing this template is the responsibility of the Agency Project Manager. However, it may help to move the process forward and more complete information may be gathered if the Oversight Manager assists.

Template Sections

The Oversight Project Information Template will include the following sections:

- Contractually Binding Documentation
- Non-Contractual Documentation
- Project Information

Template Form Sample

The Project Information Template provides a vehicle for listing the project documentation in an electronic format. The visual representation of the Project Information Template, provided here, is followed by the detailed description of its contents. The Oversight Manager and Agency Project Manager may access ***MPOP Oversight Project Information Template.dot*** for electronic entry of the project information.

Project Information Template

CONTRACTUALLY BINDING DOCUMENTATION			
Type	Name	Location	
Contracts			
Contract Amendments			
PAQs			
RFPs			
Contractor Proposals			
Statement of Work			
State Requirements			
Federal Requirements			
Other			
NON-CONTRACTUAL DOCUMENTATION			
Type	Name	Location	
Implementation Plan			
Risk Assessments			
Preliminary Schedules			
System Descriptions			
Other			
PROJECT INFORMATION			
	Document Name	Section Number or Heading	Page Number
Project Participants			
Stakeholders			
Organizations			
Vendors & Contractors			
Project Team			
Agency Project Manager			
Oversight Committee			
Roles & Responsibilities			
Compliance Criteria			
Laws			
Policies			
Procedures			
Methods			
Standards			
Mandated Technology			
Project Attributes			
Products/Services			
Deliverables			
Deadlines			
System Functions			
Size			
Complexity			
Initial Issues			
Constraints			
Assumptions			
Risks			

Template Detail

Section I – Contractually Binding Documentation

- *Type:* Indicates the type of documentation required.
- *Name:* Provide the name of the document.
- *Location:* Provide the location of the document. It is preferred that all documentation be made available in electronic form. If the document is in electronic form provide the system environment, a directory structure and a file name where the document can be accessed. If the document is only available in hardcopy, provide a building, room number and document owner.

Section II – Non-Contractual Documentation

- *Type:* Indicates the type of documentation required.
- *Name:* Provide the name of the document.
- *Location:* Provide the location of the document. It is preferred that all documentation be made available in electronic form. If the document is in electronic form provide the system environment, a directory structure and a file name where the document can be accessed. If the document is only available in hardcopy, provide a building, room number and document owner.

Section III – Project Information

- *Type:* Indicates the type of information required
- *Location:* List the document found in sections I and II where this type of information can be found. This should include the document name, section number or heading, and page number.

CHAPTER 2: OVERSIGHT PLANNING PROCESS

This chapter provides a description of all processes, templates and report examples that are part of the Oversight Planning Process. This process is a precursor to the Oversight Implementation Process.

OVERVIEW

Before moving forward with project oversight execution, some key planning activities will ensure that the oversight methodology is properly tailored to fit the needs of the project and that the oversight tools are selected, prepared and ready for use. This critical element of the project oversight methodology is comprised of the following sub-processes:

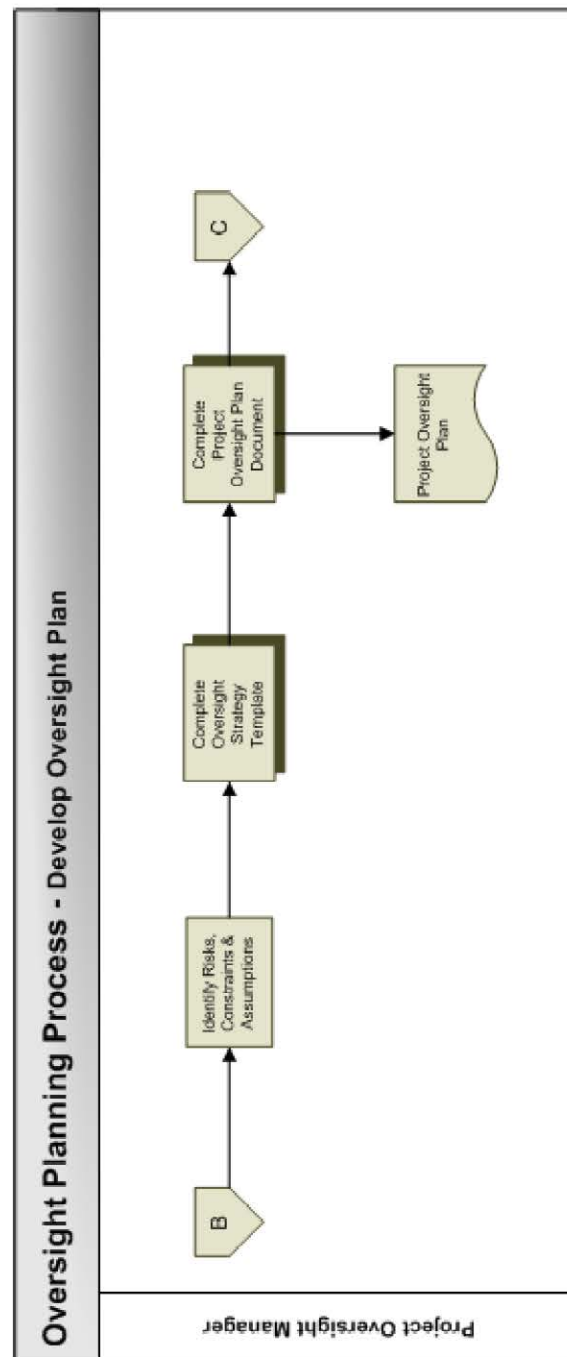
- Develop Oversight Plan
- Complete Oversight Strategy Template
- Complete Project Oversight Plan Document
- Build Oversight Project Model
- Estimate Implementation and Closeout Effort
- Communicate Project Oversight

SUB-PROCESSES & TEMPLATES

Each sub-process follows the same format:

- Process Model
- Process Detail
- Template (if applicable)
 - Overview
 - Sections
 - Sample Template Form
 - Template Detail

DEVELOP OVERSIGHT PLAN



This sub-process is triggered by:

- Completion of the Oversight Initiation Process
- A strong understanding of project risks

Identify Significant Risks, Constraints and Assumptions – Identify all of the project’s most significant risks, constraints, and assumptions listed in the Project Information Template. An understanding of these is critical to defining the focus of the oversight effort. Examples of issues that might drive out these risks, constraints and assumptions are:

- High political visibility
- Contractor/no contractor participation
- Federal mandates
- Unfamiliar technology
- Extremely high cost
- Extremely valuable benefit directly to the citizens of Missouri

Complete Oversight Strategy Template – Using the Oversight Strategy Template as a guide collect all information that is important to developing the oversight strategy for the project. The Oversight Manager develops a strategy for performing oversight on the project. The strategy is determined through an assessment of risk and it identifies key project artifacts that will receive additional oversight attention in response to the risk. It also helps to determine the final set of project oversight artifacts/artifacts that will be tracked during the oversight effort using the OPM.

Part of the determining the Oversight Strategy includes a determination of the projects information demands. Not all oversight engagements will have the same information demands or formality and depth of detail. The MPOP Methodology allows for some flexibility of reporting based on project activities, structure, content and priority. The information in this table provides expectations of the activity, content, structure and priority of the artifacts/deliverables that will be used to populate the OPM:

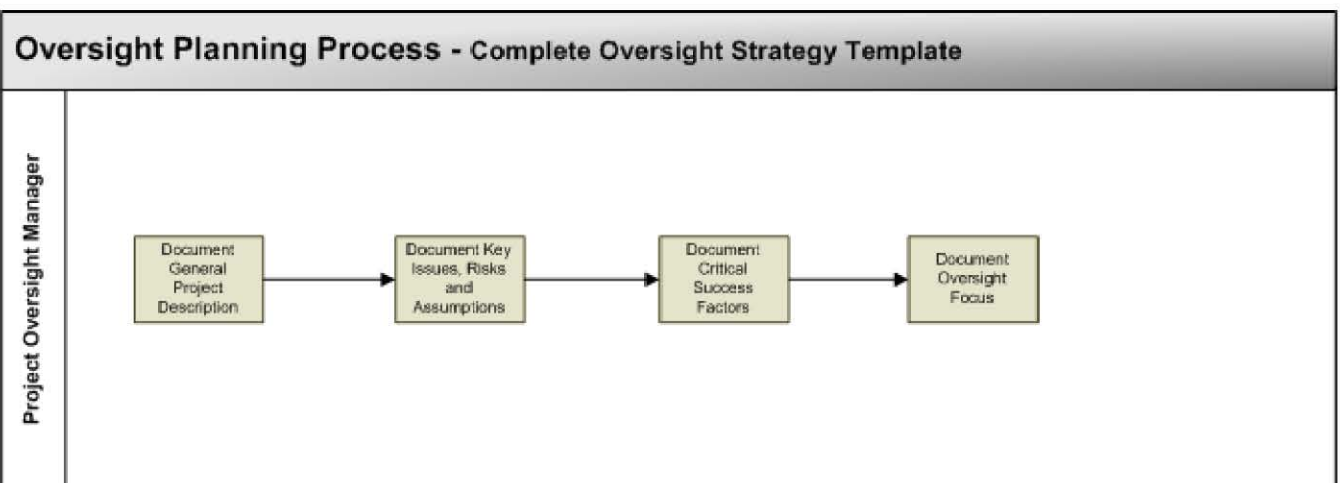
Table 1. Information Demand Characteristics Definitions

CHARACTERISTIC	DESCRIPTION
Activity	The reference to "activity" is with respect to project and product information being passed between project groups. It is also the degree that information, such as requirements, will change. This activity can also be thought of as "information churn". On a smaller project the information may not be as varied and interdependent, therefore the level of activity may be generally thought of as low. Much of the information sharing occurs at an implicit level. In a larger project, the interdependency for project groups sharing information is high. Therefore there will be a rise in explicit information and more overt sharing of information.
Structure	Regardless of project size, it is always necessary to handle information distribution, additions, and deletions. However as projects grow so do the demands to sharing information. This, in turn, increases the need for a more structured, formal means of developing the information and making it available. For large projects, the synchronization of versions of information becomes more important. This means methods techniques and tools have to be in place to control and manage the synchronization. A key underlying need is always to maintain and find the right information in an efficient way.
Content	The amount of content in an explanation can vary with the size of the project. More detail is needed for a larger project because of the need to be more explicit. This helps the reader understand the information. In a large project, the expectation to go and ask the writer what they mean may not be an option. Also there is the real concern with providing proper documentation. This is particularly true when taking into consideration the legal necessity to be thorough. A large internal project may be able to avoid being so meticulous but with contractors and vendors, information must be explicit.
Priority	Priority is established based on level of necessity to have this information available. The oversight baseline model provides a list of all possible artifacts/deliverables for an IT project. While all of the information provided by these is important, it is important in varying degrees. For instance, information that describes the delivered product is critical, while project organization information is not as important.

Complete Project Oversight Plan Document – The Project Oversight Plan is the key document produced in the oversight methodology. It provides guidance for the entire oversight effort for the project. An example of this document is found at ***MPOP Oversight Plan Document Example.doc***. This example provides a standard format, set of document section headings, and information that is common to all oversight plans regardless of the unique characteristics of a particular project. This will give each oversight plan a common look and feel as well as standardized organization. Instructions for completing the Oversight Plan Document is provided in the Complete Project Oversight Plan Document sub-process.

Note: Using the information collected in the Oversight Strategy Template the oversight strategy can be developed and included in the Oversight Plan Document.

COMPLETE OVERSIGHT STRATEGY TEMPLATE



The development of the oversight strategy is essential to a successful oversight effort that is focused on the artifacts and processes that require additional attention. Using the Oversight Strategy Template as a guide will help ensure that all important elements of the oversight strategy are reviewed. The following process steps must be followed to aid in this documentation:

Document General Project Description – Input a one or two paragraph description of the project. This should include why the project exists, the needs addressed by the project, a high level description of the functions and features of the products produced and any state laws or directives that have created the need for the project.

Document Key Issues, Risks, and Assumptions – Input the issues, risks and assumptions that are identified as the most important. These will tend to drive the project and must be given special attention throughout. The oversight strategy should focus on these areas. This information is collected in the Project Information Template and can be borrowed from it.

Document Critical Success Factors – Input a description of the critical success factors for the project. These can be determined through a careful assessment of the high level risk areas for the project. Risk mitigation strategies will often point to the critical success factors of a project.

Document Oversight Focus – Input a description of the project artifacts and processes that will require increased and more frequent oversight attention during the course of the project.

OVERSIGHT STRATEGY TEMPLATE

Template Overview

This template is to be used as a guide to developing the oversight strategy. This strategy will provide direction to the oversight planning efforts. From the information gathered in this template the oversight strategy is written and included in the oversight plan.

Template Sections

The Oversight Strategy Template will include the following sections:

- General project description
- Key issues, risk and assumptions
- Critical Success Factors
- Oversight focus

Template Form Sample

The Oversight Strategy Template provides a vehicle for documenting the oversight strategy details in an electronic format. The visual representation of the Oversight Strategy Template, provided here, is followed by the detailed description of its contents. The Oversight Manager may access ***MPOP Oversight Strategy Template.dot*** for electronic entry of the Oversight Strategy detail.

Oversight Strategy Template

GENERAL PROJECT DESCRIPTION			
Key Issues, Risks, and Assumptions			
Issues			
Risks			
Assumptions			
Constraints			
Critical Success Factors			
Oversight Focus			
		Dependencies	Quality Factors
Artifacts			
Processes			

Template Detail

Section I – General Project Description

A general description of the project.

Section II – Key Issues, Risks and Assumptions

Issues, risks and assumptions that will affect the oversight strategy and planning. This information will help identify where the focus of oversight should be.

- *Issues:* Problems or concerns that are known at the outset of the project
- *Risks:* Known aspects of the project or project environment that have the potential to cause schedule, budget overruns or other difficulties with the project
- *Assumptions:* Information about the project or project environment that can affect decision-making.

Section III – Selected Oversight Level

This is the oversight level selected during the TCO/ROI risk assessment process.

Section IV – Critical Success Factors

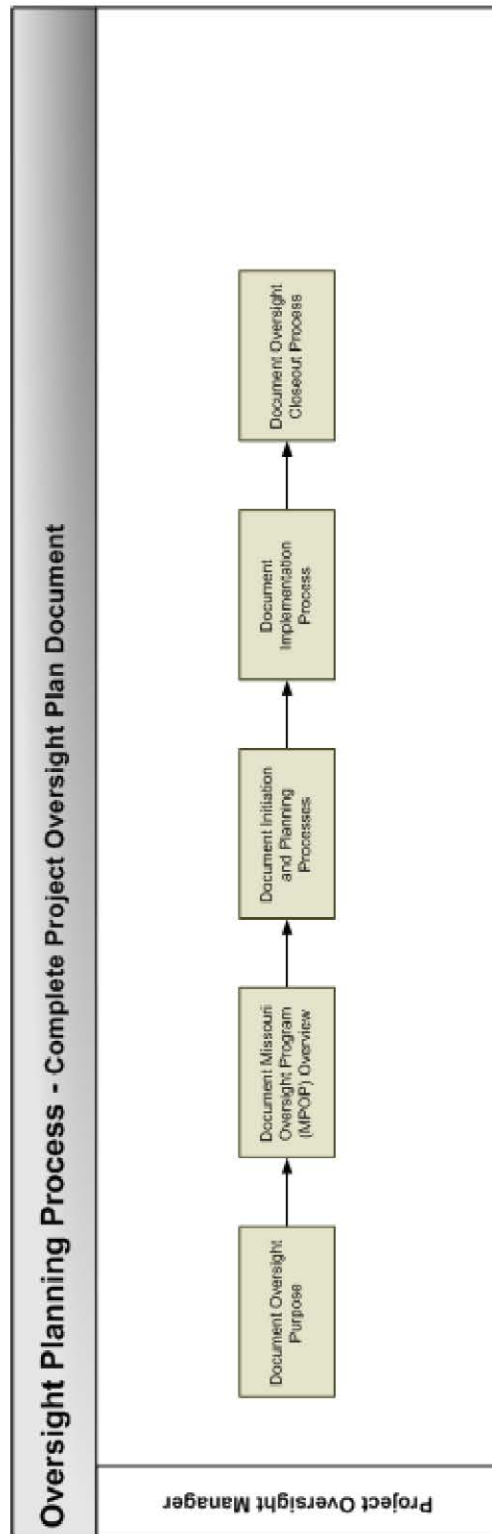
This section provides a description of the critical success factors for the project. This will help to identify the oversight focus of the following section.

Section V – Oversight Focus

This is a description of the main management focus regarding the oversight methodology. Based on the risks of the project certain artifacts and processes will receive additional focus to ensure their successful completion.

- *Artifacts:* Documents, information, or deliverables produced through the course of the project.
 - Dependencies – For each artifact, list any special dependencies (other than those listed as part of the baseline project model).
 - Quality Factors – For each artifact, list any special quality factors (other than those listed as part of the baseline project model).
- *Processes:* Management or product development activities designed to accomplish a project task.
 - Dependencies – For each process, list any special dependencies (other than those listed as part of the baseline project model).
 - Quality Factors – For each process, list any special quality factors (other than those listed as part of the baseline project model).

COMPLETE PROJECT OVERSIGHT PLAN DOCUMENT



Using the Oversight Plan Document Example as a guide will help ensure that all important elements of the oversight plan are included in the final Oversight Plan Document. The Oversight Plan Information Example can be found at ***MPOP Oversight Plan Document Example.doc*** and can be used to develop the electronic version of the document. The following process steps must be followed to aid in this documentation:

Document Oversight Purpose – Develop a statement of the Oversight purpose for this project. The Oversight Plan Document Template provides a standard write-up for the oversight purpose that is suitable for most projects. However, the Oversight Manager may wish to add information specific to each particular project.

Document Missouri Oversight Program (MPOP) Overview – The Oversight Plan Document Example provides a standard write-up for the MPOP overview and will be sufficient for all projects.

Document Initiation and Planning Processes – Document project-specific information pertaining to the initiation and planning processes of the project. Included will be the following sub-sections:

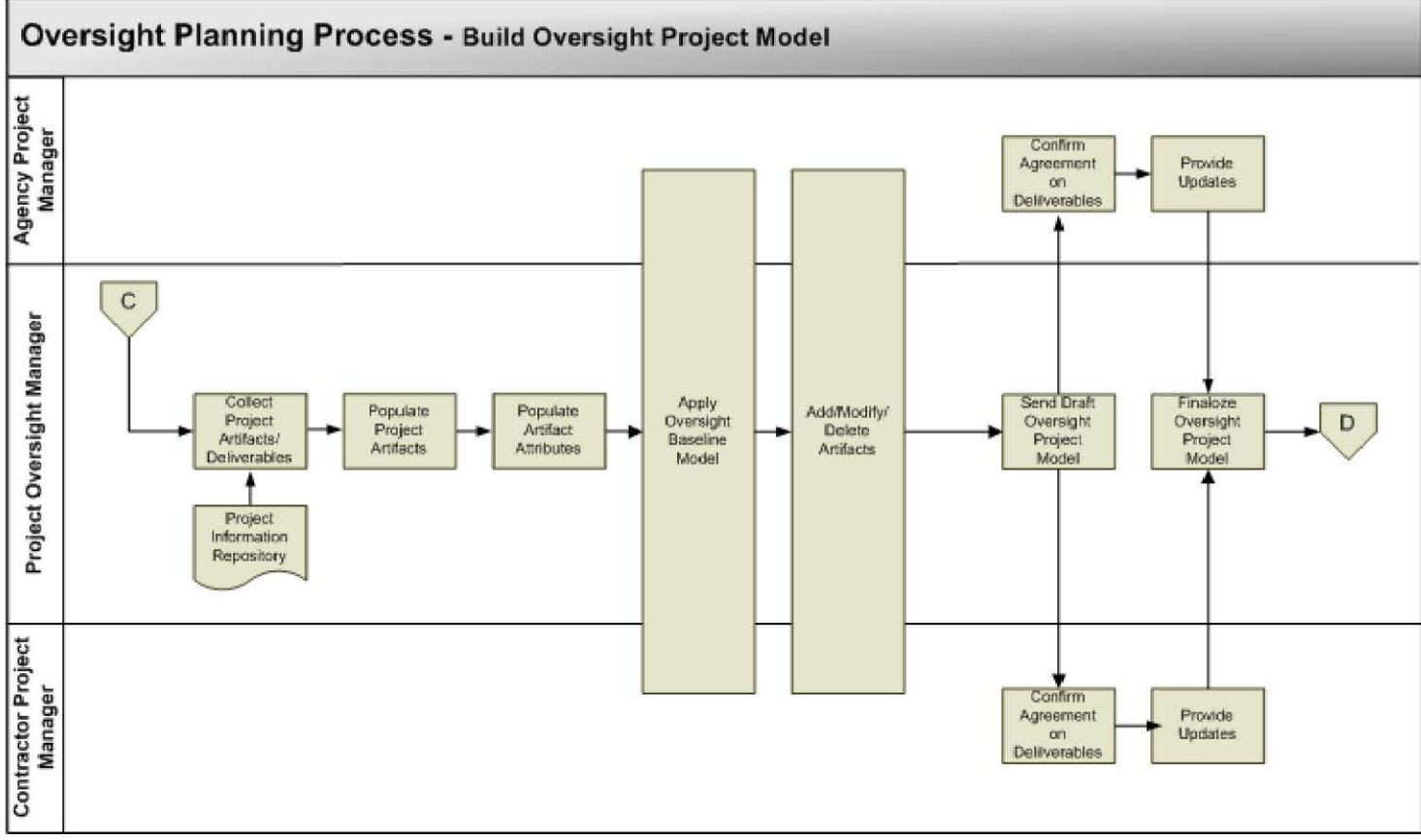
- Oversight management roles and reporting structure
- Identification of Oversight Committee members (if applicable)
- Oversight communication channels
- Oversight Project Model description
- Project Critical Success Factors

Document Implementation Process – The Oversight Plan Document Example provides a standard write-up for the MPOP Implementation Process and will be sufficient for all projects. There should be few if any changes to this section. This includes descriptions of the following:

- Proactively Monitor Performance
- Evaluate Quality
- Update Project Model
- Provide Recommendations
- Project Manager Support
- Establish Communications Through Comprehensive Reporting

Document Oversight Closeout Process – The Oversight Plan Document Example provides a standard write-up for the oversight closeout process that is suitable for most projects. However, the Oversight Manager may wish to add information specific to each particular project.

BUILD OVERSIGHT PROJECT MODEL



This sub-process is triggered by:

- Completion of the Oversight Plan Document
- The need to begin the Oversight Implementation Process

Collect Project Artifacts – Using the documentation found within the Oversight Information Repository, search for and collect all project artifacts/artifacts. Generating this compilation of artifacts/deliveries involves the careful, page-by-page examination of these documents. Identifying all nouns in the documents starts this activity. Each noun is then assessed by the Oversight Manager as to its qualification as an actual project artifact or artifact.

Populate Project Artifacts – The OPM is populated with project artifacts, processes and any other significant project deliverables. The key objective of the OPM is to provide an organized view of the project. This step involves organizing the project artifacts into the OPM. An electronic example of an OPM is provided in a Microsoft Excel spreadsheet, MPOP Oversight Project Model Example.xls. The artifacts will be inserted into a spreadsheet using the same general format and organization as is found in this example.

Since projects are in existence to produce products/services, the products/services are identified and the project artifacts are categorized under them. Breakdown of products/services into product components further helps to organize artifacts into manageable pieces of the project. The following is a list of products/services categories into which most IT project artifacts will fall. Since each project is unique, each one may have more or fewer product/service category names:

- Project Management
- Infrastructure Development (Environments)
- Software Development
- Quality Assurance
- Data Conversion/Migration
- System Deployment
- Training
- Support Services

Each of these can be broken into product components. This decomposition will vary for each project. Some projects will require multiple product components, while others will require none because all artifacts fit neatly under a product/service category. For instance, Software Development product/service may be decomposed into Analysis, Design, Coding, and Test. This would be due to a large number of artifacts that are easily distinguished into product components. At the same time, the Training product/service may be very simple with very few artifacts. In this situation, no product component will be needed.

Populate Artifact Attributes – Each artifact is populated into the OPM with associated information that allows for the monitoring of project progress and quality. These pieces of information are referred to as artifact attributes. These include:

- Dependencies
- Quality Factors

- Status
- Responsible Party
- Deliverable Requirement

A description of dependencies, quality factors, status and their use is provided in the Oversight Implementation Process.

The responsible party is simply the name of the person or organization that is responsible for delivery of the artifact. If the artifact requirement is contractually binding, then for contractual purposes it is very important that there be complete agreement on the responsible party attribute. The Agency Project Manager and contractor Project Manager at the outset of the project should reach clear consensus, because future disputes over artifact responsibility can have very negative impacts on the project schedule.

The Artifact Requirement attribute provides a reference to the document where the artifact requirement was found during the Collect Project Artifact step. These two artifacts are typically static information that is very valuable as a quick reference.

Apply Oversight Baseline Model – At this point, the OPM must be verified by the Oversight Manager, Agency Project Manager, and contractor Project Manager (if applicable). For the OPM to be an effective tool a consensus must be reached regarding the final list of artifacts and associated attributes. Otherwise, all parties will have varying expectations and usefulness of the OPM will be severely hampered

It is important to remember that the most important element of the oversight methodology is the creation, maintenance, and application of the OPM. As a means to develop the OPM and ensure its accurate reflection of the project, the methodology utilizes an oversight baseline model. This model is simply a predefined set of project artifacts and artifact attributes that are typically produced as part of IT projects. The makeup of the model is based upon oversight experience on previous projects and project management best practices. The complete oversight baseline model is found in Appendix A.

The application of the model involves its use as a checklist. Once the OPM is fully populated with artifacts and artifact attributes, the model is used to determine if the set of artifacts is complete given the unique needs of the project. The Oversight Manager must walkthrough the baseline model to answer the following two questions for each artifact:

- Has the artifact been populated in the OPM?
- If not, should it become an artifact in the OPM?

The Oversight Manager must be aware that the baseline model artifact name and the OPM artifact name may be different, but the purpose of the two differently named artifacts is the same. If the artifact is already present in the OPM, then it can be “checked off” in the baseline model. If not found in the OPM, then the baseline model artifact is “checked off” when determination has been made for question 2. Through this process it is expected that an OPM that is approximately 90% complete can be generated.

Add/Modify/Delete Artifacts – Depending on the nature of the project, there may be additional artifacts that have been omitted. These may be added and tagged as recommended artifacts. In addition, further review of all OPM information may reveal the need to delete an artifact. With changes to the artifacts comes the potential need to modify the artifact dependencies and quality factors.

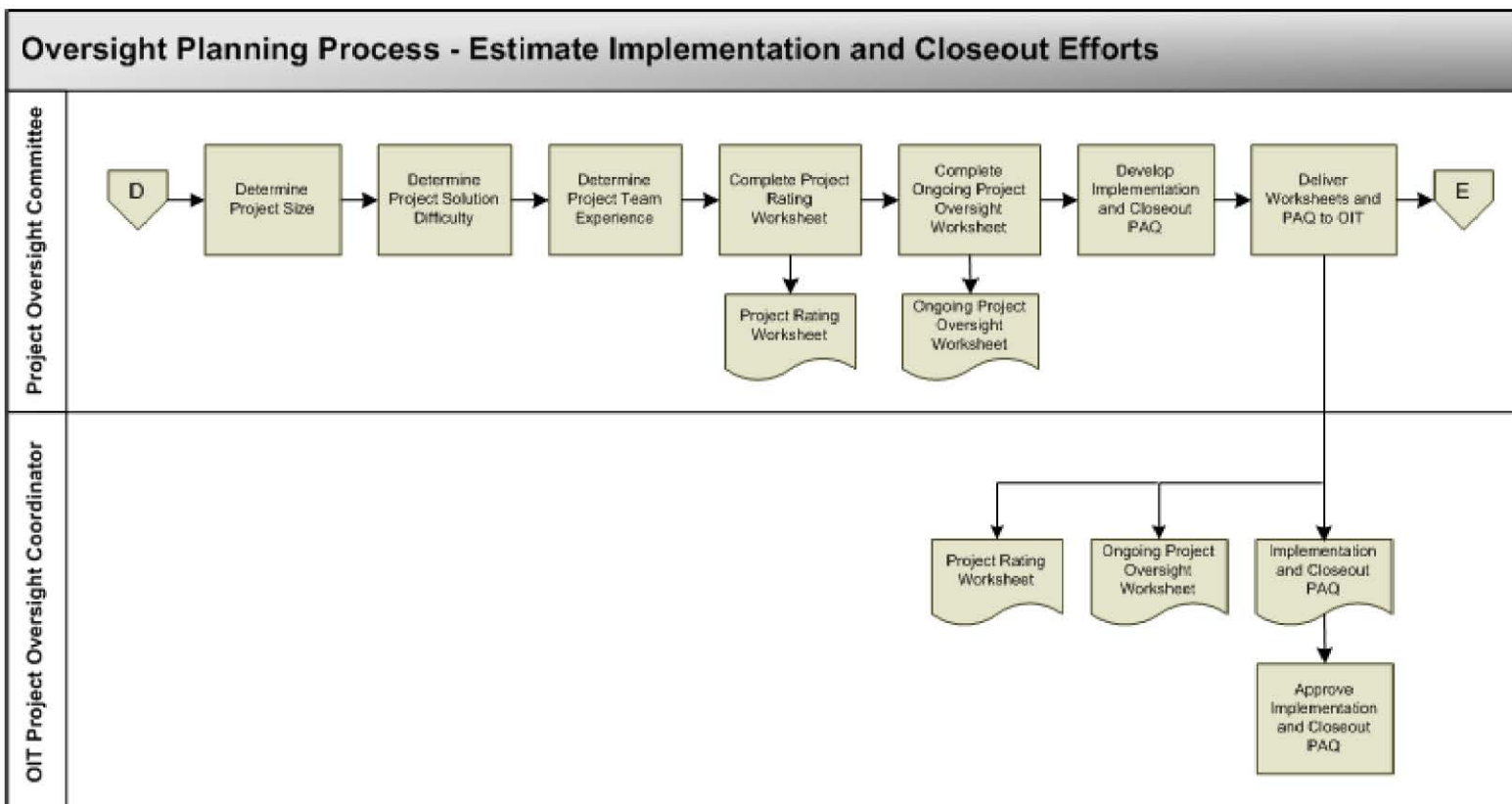
Send Draft Oversight Project Model – It is the responsibility of the Oversight Manager to send the draft OPM out to the Agency Project Manager and contractor Project Manager for a final review.

Confirm Agreement on Artifacts – Both the Agency Project Manager and contractor Project Manager must review the OPM and confirm agreement with the Oversight Manager on its accuracy. Through confirmation all parties are agreeing that the OPM is a valid tool for oversight.

Provide Updates – In the event of a disagreement on the OPM, the Agency Project Manager and/or the contractor Project Manager must send recommended updates to the Oversight Manager.

Finalize Oversight Project Model – The Oversight Manager will review the recommended updates and make the OPM changes if all parties confirm agreement.

ESTIMATE IMPLEMENTATION AND CLOSEOUT EFFORTS



This sub-process is triggered by:

- Completion of the Oversight Project Model and the Oversight Plan

This sub-process provides a narrative for the tool designed to estimate the effort required for the Implementation and Closeout phases of Oversight. The tool consists of two spreadsheets including a Project Rating Worksheet and an On-going Project Oversight Worksheet. The estimating worksheets are to be completed utilizing the results of the analysis performed during the Oversight Initiation Process, the same data used in developing the OPM.

Both worksheets are mostly automated and include project characteristics, baseline Oversight effort values, and multiplication factors that are based on metrics derived from previous oversight engagements. Variable factors are also applied to the estimating process based on project specific information. The first 5 steps of this sub-process describe the process for completing the two worksheets.

Determine Project Size – Using the Project Rating Worksheet as a guide, the Oversight Manager determines a rating from 1 to 5 for each of the identified characteristics of project size. These characteristics are:

- Overall development and implementation cost
- Project schedule duration
- Number of stakeholder organizations
- Number of external influences (i.e. legal, political, public facing, etc)
- Criticality of the system to the organization (mission critical/non-mission critical)

Determine Project Solution Difficulty – Using the Project Rating Worksheet as a guide, the Oversight Manager determines a rating from 1 to 5 for each of the identified characteristics of project solution difficulty. These characteristics are:

- Complexity of calculations, logic and mathematical algorithms
- Complexity of data and data relationships
- Complexity of Graphical User Interface (GUI) views and navigation
- Complexity of system architecture
- Complexity of transaction processing and response times
- Number and complexity of interfaces

Determine Project Team Experience – Using the Project Rating Worksheet as a guide, the Oversight Manager determines a rating from 1 to 5 for each of the identified characteristics of project team experience. These characteristics are:

- Subject Matter Expert (SME) involvement
- Maturity, clarity and documentation of business processes
- Maturity, documentation, and practical application of project management processes
- Maturity, documentation, and practical application of IT methodologies and standards
- Project buy-in of executive management and stakeholders

- IT organization maturity, level of experience with projects of similar size, scope, or technology

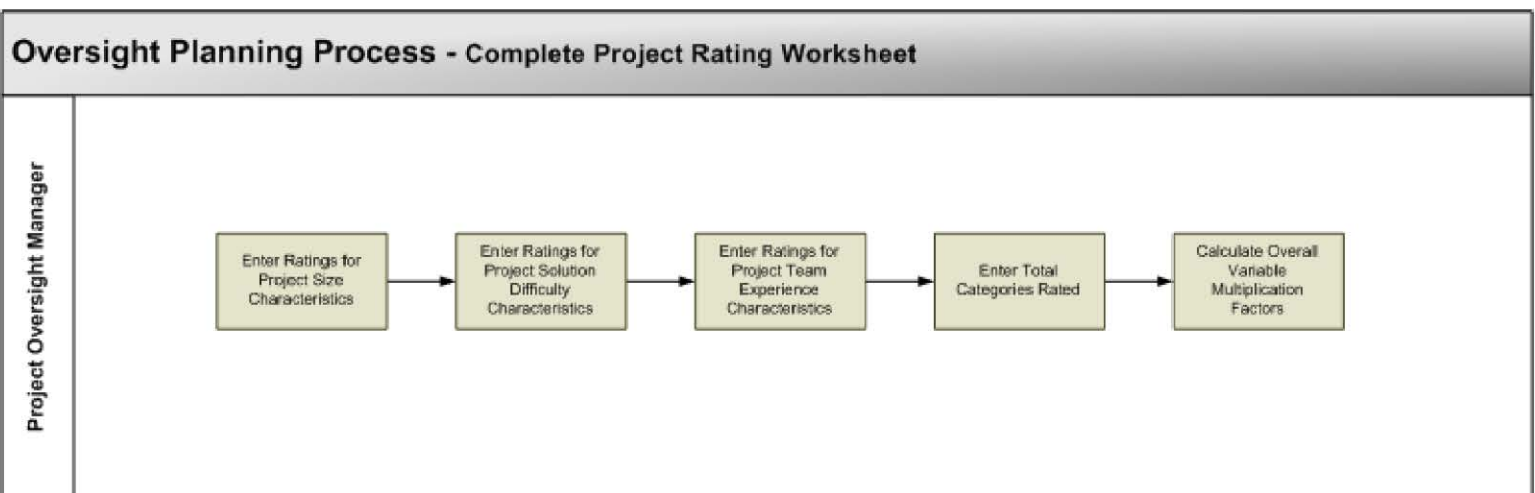
Complete Project Rating Worksheet – Using the ratings that were determined in the last 3 steps, complete the Project Ratings Worksheet. The Project Ratings Worksheet is the first worksheet provided in a Microsoft Excel spreadsheet, *MPOP Oversight Implementation and Closeout Estimation.xls*.

Develop Implementation and Closeout PAQ – Once the estimation worksheets have been completed the Oversight Manager develops the Implementation and Closeout PAQ. This PAQ will provide a description of all oversight tasks, an oversight schedule, a list of deliverables, assumptions, and a cost estimate based upon the hours derived from the MPOP Estimate Oversight Implementation & Closeout spreadsheet.

Deliver Worksheets and PAQ to OIT – Once completed the worksheets and PAQ are sent to the Oversight Coordinator in the Office of Information Technology for review.

Approve Implementation and Closeout PAQ – After reviewing the worksheets and PAQ, the Oversight Coordinator provides approval of the oversight effort and signs the PAQ. This initiates the continuation of oversight efforts for the Oversight Implementation and Closeout processes.

COMPLETE PROJECT RATING WORKSHEET



The Oversight Rating Worksheet can be found at ***MPOP Oversight Implementation and Closeout Estimation.xls***. The following process steps must be followed to utilize the worksheet:

The Project Rating Worksheet provides a rating of one to five in three categories of Variable Multiplication Factors, which are used to calculate the final oversight implementation and Closeout effort. These ratings resulting from the completion of the worksheet are automatically transferred to the Rating column in the Variable Multiplication Factors section of the On-going Project Oversight Worksheet (a description of this worksheet is provided in the next section). The three categories were chosen because of their direct influence on the oversight efforts. These categories are as follows:

- Project Size
- Project Solution Difficulty
- Project Team Experience

The Project Rating Worksheet contains three columns of project characteristics segregated into five levels of difficulty that correlate directly to the three variable multiplication factors previously identified.

Enter Ratings for Project Size Characteristics – Utilizing the results of the project analysis performed during the Oversight Initiation Process, the designated Oversight Manager enters an “x” into the Project Size column preceding each characteristic that is applicable to the project. It is very important that only one “x” be entered for duplicate characteristics. For example, under Project Size there are occurrences of “Multi-year Project Schedule” for Level 3, Level 4 and Level 5. If applicable, only one of these should be given an “x”.

Enter Ratings for Project Solution Difficulty Characteristics – Utilizing the results of the project analysis performed during the Oversight Initiation Process, the designated Oversight Manager enters an “x” into the Project Solution Difficulty column preceding each characteristic that is applicable to the project. It is very important that only one “x” be entered for duplicate characteristics.

Enter Ratings for Project Team Experience Characteristics – Utilizing the results of the project analysis performed during the Oversight Initiation Process, the designated Oversight Manager enters an “x” into the Project Team Experience column preceding each characteristic that is applicable to the project. It is very important that only one “x” be entered for duplicate characteristics.

Enter Total Categories Rated – The worksheet automatically calculates a value for each applicable project characteristic and provides a “Total of All Ratings” for each category of Variable Multiplication Factors at the bottom of the spreadsheet. After the “Total of All Ratings” has been calculated, the Oversight Manager simply counts each “x” that has been entered within the column specific to each of the variable multiplication factors and enters the resultant count in the “Total Categories Rated” column at the bottom of each column.

Calculate Overall Variable Multiplication Factors Rating – The worksheet then automatically calculates an aggregate “Overall Variable Multiplication Factors Rating” for Project Size, Project Solution Difficulty, and Project Team Experience. These are then transferred to the Rating column in the Variable Multiplication Factors section of the On-going Project Oversight Worksheet.

PROJECT RATINGS WORKSHEET EXAMPLE

Worksheet Overview

This sample worksheet is to be used as a guide to developing the Project Ratings Worksheet. This worksheet provides the tool for rating the various project characteristics which are needed to determine the implementation and closeout efforts.

Worksheet Sections

The Project Ratings Worksheet includes the following sections:

- Project Size
- Project Size Rating
- Project Solution Difficulty
- Project Solution Difficulty Rating
- Project Team Experience
- Project Team Experience Rating

Worksheet Example

The visual representation of the Project Ratings Worksheet, provided below, is followed by the detailed description of its contents. The Oversight Manager may access ***MPOP Oversight Implementation and Closeout Estimation.xls*** for electronic entry of the project ratings.

Project Ratings Worksheet Example

Project Oversight - Project Rating Worksheet								
Project Size:		Project Size Ratings	Project Solution Difficulty		Project Difficult Ratings	Project Team Experience:		Project Team Ratings
Group 1			Group 1			Group 1		
	Budget of less than \$1 Million	0		Simple logical algorithms	0		Dedicated involvement of Senior Subject Matter Experts (full-time project resources)	0
	Schedule is less than a year in duration	0		Simple data relationships	0		All Business Process well defined and documented	0
	Single organization/entity	0		Simple GUI (Text Based, Limited set of screens)	0		Management Process well defined, documented and practiced – Certified Project Managers	0
	No external influences (in-house project)	0		Simple Application Architecture (Monolithic, or pure Client/Server)	0	X	Robust IT methodologies/Standards in place and in practice	1
	Lowest organizational priority, non-mission critical	0		Simple Transaction Processing (Largely batch, limited OLTP)	0		Buy-In of all stakeholders, executive management to project	0
				No external system interface			Highly mature IT organization – significant experience with large scale projects	
Total of Group 1 Ratings		0	Total of Group 1 Ratings		0	Total of Group 1 Ratings		1
Group 2			Group 2			Group 2		
X	Budget of \$1–3 Million	2	X	More complex nested algorithms, multiple calculations including multiplication/division in series	2	X	Involvement of Senior Subject Matter Experts (Part-time project resources)	2
X	Schedule is 1 to 2 years in duration	2		Multidimensional data relationships	0	X	Most Business Process well defined and documented (some refinement required)	2
	Less than 5 organizations/entities involved – team schedule coordination	0		More complex GUI (More screens, screen navigation)	0	X	Management Process defined and documented, not fully practiced on all projects, Management trained and/or Certified	2
	Few external influences (legal or political mandates)	0		Moderate Application Architecture (3-Tier)	0		Defined IT methodologies in place, many standards, not always in practice	0
	Low organizational priority, non-mission critical	0	X	Increased Transaction Processing (Split between batch and on-line)	2	X	Buy-in of most stakeholders, executive management to project	2
			X	Minimal external system interfaces (<3)	2	X	Mature IT organization – experience with large scale projects	2
Total of Group 2 Ratings		4	Total of Group 2 Ratings		6	Total of Group 2 Ratings		10
Group 3			Group 3			Group 3		
	Budget of \$3–5 Million	0		Complex nested algorithms, Fuzzy logic/Expert Systems/Decision Support Capabilities	0		Involvement of Available Subject Matter Experts (Part-time project resources)	0
	Multi-year project schedule	0	X	Multidimensional and relational data relationships with significant number of attributive and associative relationships	3		Some Business Process well defined, limited documentation (refinement required)	0
X	5 to 7 organization/entities involved – team schedule coordination	3	X	Increased GUI (Multiple views, navigation paths)	3		Management Process defined, limited documentation, not fully practiced, Management trained and/or Certified	0
X	Multiple external influences (legal, political, constituents)	3	X	More complex Application Architecture (N-tier, web-based forms/fields, supports for standard industry accepted browsers)	3		Few IT methodologies in place, some standards, compliance suspect	0
	Medium organizational priority, some mission critical functions	0		Significant Transaction Processing (Mostly real-time, some batch, performance constraints)	0		Buy-in of most stakeholders, executive management to project – some skepticism	0
				Multiple external system interfaces (3 to 7)	0		Maturing IT organization – experience with small to medium scale projects	0
Total of Group 3 Ratings		6	Total of Group 3 Ratings		9	Total of Group 3 Ratings		0
Group 4			Group 4			Group 4		
	Multi-million dollar budget	0		Extremely complex logical and mathematical algorithms typically seen in telecommunications, real-time automated process control, navigation systems	0		Limited involvement of qualified Subject Matter Experts (Part-time resources)	0
	Multi-year project schedule	0		Extremely complex data	0		Some Business Process defined, little documentation (major refinement required)	0
	7 to 10 organizations/entities involved – requires significant coordination	0		Complex GUI (View personalization, portal capabilities)	0		No formal Management Process defined, Management has some formal training	0
	Significant external influences (legal, political, constituents, public facing)	0		Complex Application Architecture (Web-based Applets – Java, E-Business, maintaining user-states, broad browser support)	0		Few IT methodologies in place, few standards, no formal compliance	0
X	High organizational priority, multiple mission critical functions	4		Heavy Transaction Process (Real-time across multiple systems, SLAs)	0		Limited buy-in of most stakeholders, executive management to project – some opposition, skepticism	0
				Multiple external system interfaces (7 – 15 between non-homogeneous systems)	0		Immature IT organization – experience limited to small/medium scale projects	0
Total of Group 4 Ratings		4	Total of Group 4 Ratings		0	Total of Group 4 Ratings		0
Group 5			Group 5			Group 5		
	Multi-million dollar budget, multiple funding sources	0		Event driven outputs occur simultaneously with inputs (nanosecond response), critically timed, continuous calculations	0		Involvement of minimally qualified Subject Matter Experts (Part-time resources)	0
	Multi-year project schedule	0		Data stored in buffer areas or queues, processed based on priority - demanding memory, timing and communications constraints	0		Very few Business Process defined, no documentation (major definitions required)	0
	More than 10 organizations/entities involved – requires significant coordination	0		Very Complex GUI (requires significant training, coordination of manual/automated processes)	0		No formal Management Process defined, Inexperience Management	0
	Highly-visible external influences (legal, political, constituents, public facing)	0		Highly Complex Application Architecture (heavy distribution of processes across multiple servers/platforms)	0		Few IT methodologies in place, no formal standards, no formal compliance	0
	High organizational priority, entire project is considered mission critical	0		Heavy Transaction Process (Real-time across multiple systems, SLAs) - requires 99.999% uptime	0		Limited buy-in of most stakeholders, executive management to project – significant opposition, skepticism	0
				Multiple, Complex external interfaces (>15 between non-homogeneous systems across multiple geographic barriers)	0		Very immature IT organization – experience limited to small projects	0
Total of Group 5 Ratings		0	Total of Group 5 Ratings		0	Total of Group 5 Ratings		0
Total of All Ratings		14	Total of All Ratings		15	Total of All Ratings		11
Total Categories Rated		5	Total Categories Rated		6	Total Categories Rated		6
Overall Variable Multiplication Factors Rating		3	Overall Variable Multiplication Factors Rating		3	Overall Variable Multiplication Factors Rating		2

Worksheet Detail

Section I – Project Size

This section is comprised of the following:

- *Project Size Characteristics*: A column for the various project characteristics descriptions
- *Project Size Ratings*: A column for rating the project based on the characteristics.
- *Total of All Ratings*: The total for all ratings provided for each rating level.
- *Total Categories Rated*: Total of all categories provided on the worksheet.
- *Overall Variable Multiplication Factors Rating*: Average rating for all Project Size categories used as a multiplication factor in the Ongoing Project Oversight Worksheet.

Section II – Project Solution Difficulty

This section is comprised of the following:

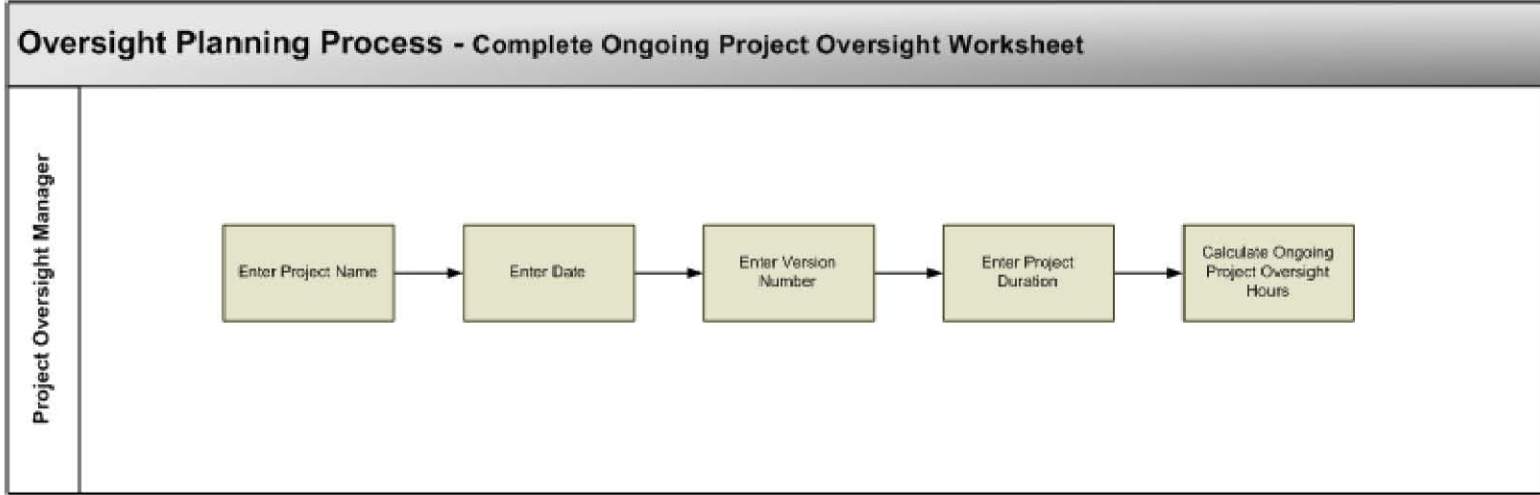
- *Project Solution Difficulty Characteristics*: A column for the various project characteristics descriptions.
- *Project Solution Difficulty Ratings*: A column for rating the project based on the characteristics.
- *Total of All Ratings*: The total for all ratings provided for each rating level.
- *Total Categories Rated*: Total of all categories provided on the worksheet.
- *Overall Variable Multiplication Factors Rating*: Average rating for all Project Solution Difficulty categories used as a multiplication factor in the Ongoing Project Oversight Worksheet.

Section III – Project Team Experience

This section is comprised of the following:

- *Project Team Experience Characteristics*: A column for the various project characteristics descriptions.
- *Project Solution Difficulty Ratings*: A column for rating the project based on the characteristics.
- *Total of All Ratings*: The total for all ratings provided for each rating level.
- *Total Categories Rated*: Total of all categories provided on the worksheet.
- *Overall Variable Multiplication Factors Rating*: Average rating for all Project Team Experience categories used as a multiplication factor in the Ongoing Project Oversight Worksheet.

COMPLETE ONGOING PROJECT OVERSIGHT WORKSHEET



After completing the Project Rating Worksheet, the Oversight Manager then finalizes the estimating process by completing the On-going Project Oversight Worksheet. The Ongoing Project Oversight Worksheet can be found at ***MPOP Oversight Implementation and Closeout Estimation.xls***.

There are three primary steps that must be completed to provide project identification, version tracking, and to produce the final estimate of effort. Two additional steps complete the sub-process. The steps are:

Enter Project Name – Enter the project name in the space provided at the top of the worksheet.

Enter Date – Enter the date in the space provided at the bottom right of the worksheet.

Enter Version Number – Enter a version number in the space provided at the bottom right of the worksheet.

Enter Project Duration – In the center of the left hand column, enter an “x” in applicable row of the “Project Duration in Months” column to reflect the duration of the Implementation and Closeout Processes. For instance, if the project will last for 3 months, an “x” is entered next to “Month 1”, “Month 2”, and “Month 3”.

Note: The worksheet provides the capability to estimate up to twelve months of effort. To accommodate projects of longer duration either the worksheet would need to be modified or multiple worksheets would have to be completed to capture the longer project duration.

Calculate Ongoing Project Oversight Hours – After completing the above steps, the estimate of effort required for the Implementation and Closeout phases of Oversight is indicated in hours in the lower right corner of the Worksheet.

ONGOING PROJECT OVERSIGHT WORKSHEET EXAMPLE

Worksheet Overview

This sample worksheet is to be used as a guide to developing the Ongoing Project Oversight Worksheet. This worksheet provides the tool for rating the various project characteristics which are needed to determine the implementation and closeout efforts.

Worksheet Sections

The Ongoing Project Oversight Worksheet includes the following sections:

- Fixed Multiplication Factors
- Variable Multiplication Factors
- Project Rating Multiplication Factors
- Project Duration
- Hours per Task
- Total Project Oversight Hours

Worksheet Example

The visual representation of the Ongoing Project Oversight Worksheet, provided below, is followed by the detailed description of its contents. The Oversight Manager may access ***MPOP Oversight Implementation and Closeout Estimation.xls*** for electronic entry of the project ratings.

Ongoing Project Oversight Worksheet Example

On-Going Project Oversight Estimate for Project ABCDEFG											
Fixed Multiplication Factors			Variable Multiplication Factors				Project Rating Multiplication Factors				
Review Factor	45%		Variable Factors		Rating	Multiplier	1	2	3	4	5
Post-Review Updates Factor	20%		Project Size		3	1.000	0.930	0.965	1.000	1.035	1.070
Contingency Factor	20%		Project Solution Difficulty		3	1.000					
Project Management Factor	10%		Project Team Experience		2	0.965					
							Hours Per Month				
							20	5	5	2	2
Task	Subtask	Project Duration in Months	Analysis/ Document	Monthly Management & Committee Review	Post-Review Updates	Total	OPM Maintenance	Oversight Plan Maintenance	Weekly Events Report	Project Management Support	Telephone Support
Task Name											
On-Going Oversight	Month 1	x	34,000	15,300	6,800	56	1	1	1	1	1
On-Going Oversight	Month 2	x	34,000	15,300	6,800	56	1	1	1	1	1
On-Going Oversight	Month 3	x	34,000	15,300	6,800	56	1	1	1	1	1
On-Going Oversight	Month 4	x	34,000	15,300	6,800	56	1	1	1	1	1
On-Going Oversight	Month 5	x	34,000	15,300	6,800	56	1	1	1	1	1
On-Going Oversight	Month 6	x	34,000	15,300	6,800	56	1	1	1	1	1
On-Going Oversight	Month 7	x	34,000	15,300	6,800	56	1	1	1	1	1
On-Going Oversight	Month 8	x	34,000	15,300	6,800	56	1	1	1	1	1
On-Going Oversight	Month 9	x	34,000	15,300	6,800	56	1	1	1	1	1
On-Going Oversight	Month 10	x	34,000	15,300	6,800	56	1	1	1	1	1
On-Going Oversight	Month 11	x	34,000	15,300	6,800	56	1	1	1	1	1
On-Going Oversight	Month 12	x	34,000	15,300	6,800	56	1	1	1	1	1
Contingency			81,600	36,720	16,320	135	Project - Total Events				
Project Management			48,960	22,032	0	71	12	12	12	12	12
Subtotal			538,560	242,352	97,920	879					
Project Size			538,560	242,352	97,920	879	Date:		MM/DD/YYYY		
Project Solution Difficulty			538,560	242,352	97,920	879	Version:		1.0		
Project Team Experience			519,710	233,870	94,493	848					
Total Project Oversight Hours							848				

Worksheet Detail

Section I – Fixed Multiplication Factors

This section provides the multiplication factors that are constant regardless of project size, solution difficulty, and team experience. These factors include:

- *Review Factor*: Percentage of effort reserved for preparations of monthly oversight status review documentation.
- *Post-Review Updates Factor*: Percentage of effort reserved for additions, corrections or deletions to the monthly oversight documentation.
- *Contingency Factor*: Percentage of effort reserved for unplanned oversight activities.
- *Project Management Factor*: Percentage of effort reserved for project management tasks associated with implementation of oversight such as status and time reporting.

Section II – Project Solution Difficulty

This section provides the multiplication factors that vary according to project size, solution difficulty, and team experience. The rating values are carried over from the Project Rating Worksheet.

Section III – Project Rating Multiplication Factors

This section provides the multiplication factors that are applied to the overall effort based on the Variable Multiplication Factors. These figures represent the effort adjustments made based on project ratings.

Section IV – Project Duration

This section provides the project duration in months.

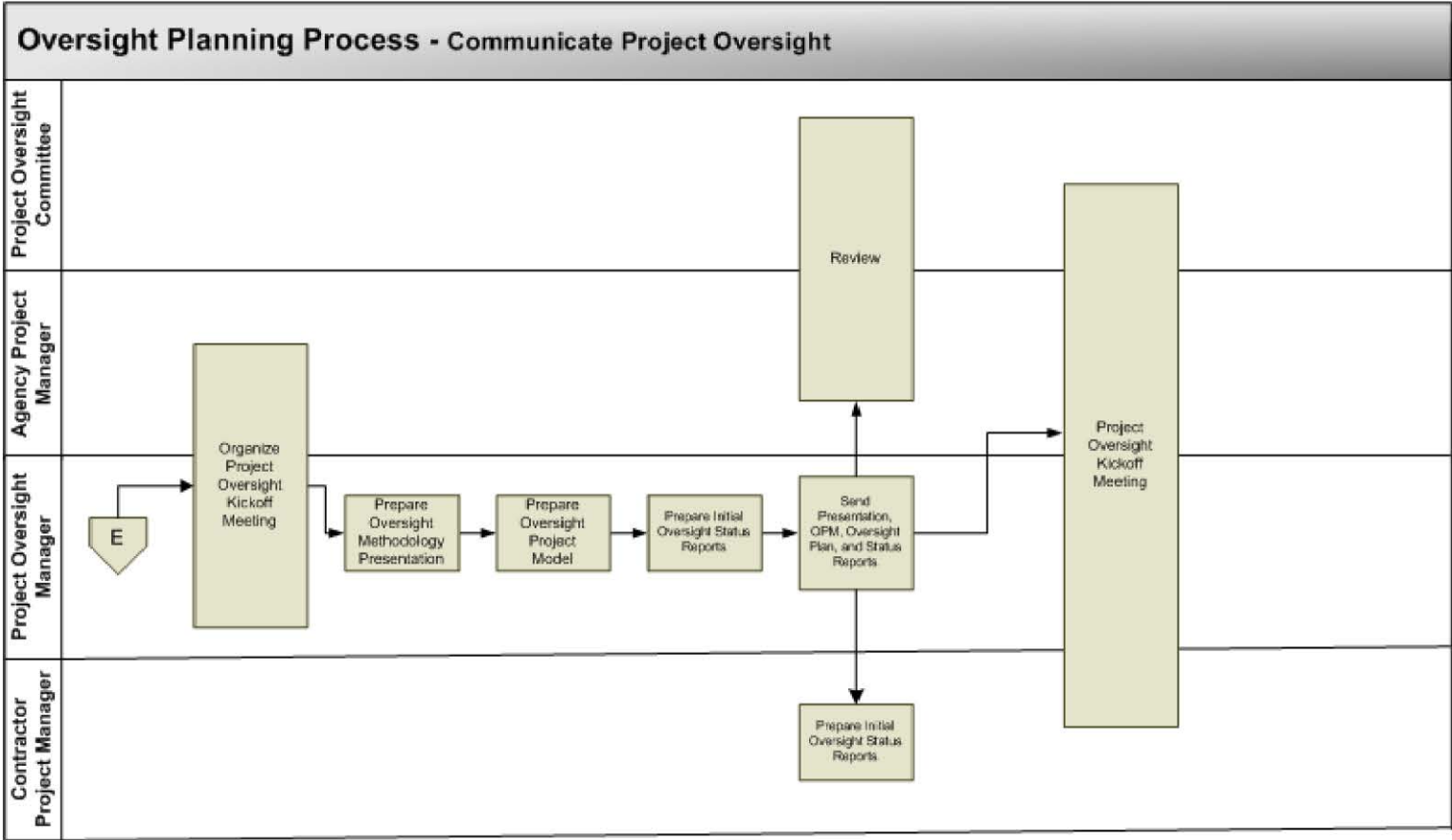
Section V – Hours per Task

This section generates the number of monthly hours allocated per oversight task and required oversight documentation for application of the multipliers.

Section VI – Total Project Oversight Hours

This section generates the overall hours after application of all multiplication factors. These hours represent the effort necessary to complete the Oversight Implementation and Closeout Processes.

COMMUNICATE PROJECT OVERSIGHT



This sub-process is triggered by:

- Completion of the Implementation and Closeout Effort Estimation

Organize Project Oversight Kickoff Meeting – The Oversight Manager and the Agency Project Manager will coordinate a date, time and facility for an oversight kickoff meeting. The purpose of this meeting is to communicate all elements of project oversight to the project stakeholders.

Prepare Oversight Methodology Presentation – This presentation should provide an overview of the concepts and processes involved in the oversight methodology. A template presentation has been prepared and is found in *MPOP Oversight Methodology Presentation.ppt*. In preparing the presentation, the Oversight Manager may want to include project-specific information.

Prepare Oversight Project Model – The OPM should be ready for application. Any final changes should be completed.

Prepare Initial Oversight Status Reports – The initial Oversight Summary Status Report and Oversight Issues Report should be created and ready for presentation.

Send Presentation, OPM, Oversight Plan, and Status Reports– All presentations and oversight tools should be sent to all meeting attendees for their review before the kickoff meeting. It is best if this is sent at least 48 hours prior to the meeting.

Review – The oversight kickoff meeting attendees should review the presentation information in preparation for the meeting. This will allow them to prepare questions for the Oversight Manager. This will enhance communication of oversight.

Project Oversight Kickoff Meeting – It is very important that the project stakeholders understand the oversight methodology and its purpose. In addition they should be aware of how oversight will benefit the project. The kickoff meeting will require about 2 hours to present the oversight methodology and concepts, the Oversight Project Model, and the status reports and reporting process.

CHAPTER 3: OVERSIGHT IMPLEMENTATION PROCESS

This chapter provides a description of all processes, templates and report examples that are part of the Oversight Implementation Process. This process is a precursor to the Oversight Closeout Process.

OVERVIEW

While the Initiation and Planning processes are aimed at preparing for oversight activities, the Oversight Implementation Process encompasses all activities necessary to apply the oversight methodology to the project. Much of the implementation process involves the use of the Oversight Project Model (OPM) and the various status tracking and reporting tools. The process is comprised of the following sub-processes.

- Report Oversight Status
- Complete Oversight Summary Report
- Complete Project Improvement Plan Template
- Complete Oversight Issues Report
- Complete Oversight State Projects Rollup Report
- Monitor Deliverable Dependencies
- Evaluate Deliverable Quality
- Monitor Issues/Actions

SUB-PROCESSES & TEMPLATES

Each sub-process follows the same format:

Process Model

Process Detail

Template (if applicable) - There are no templates as of this draft.

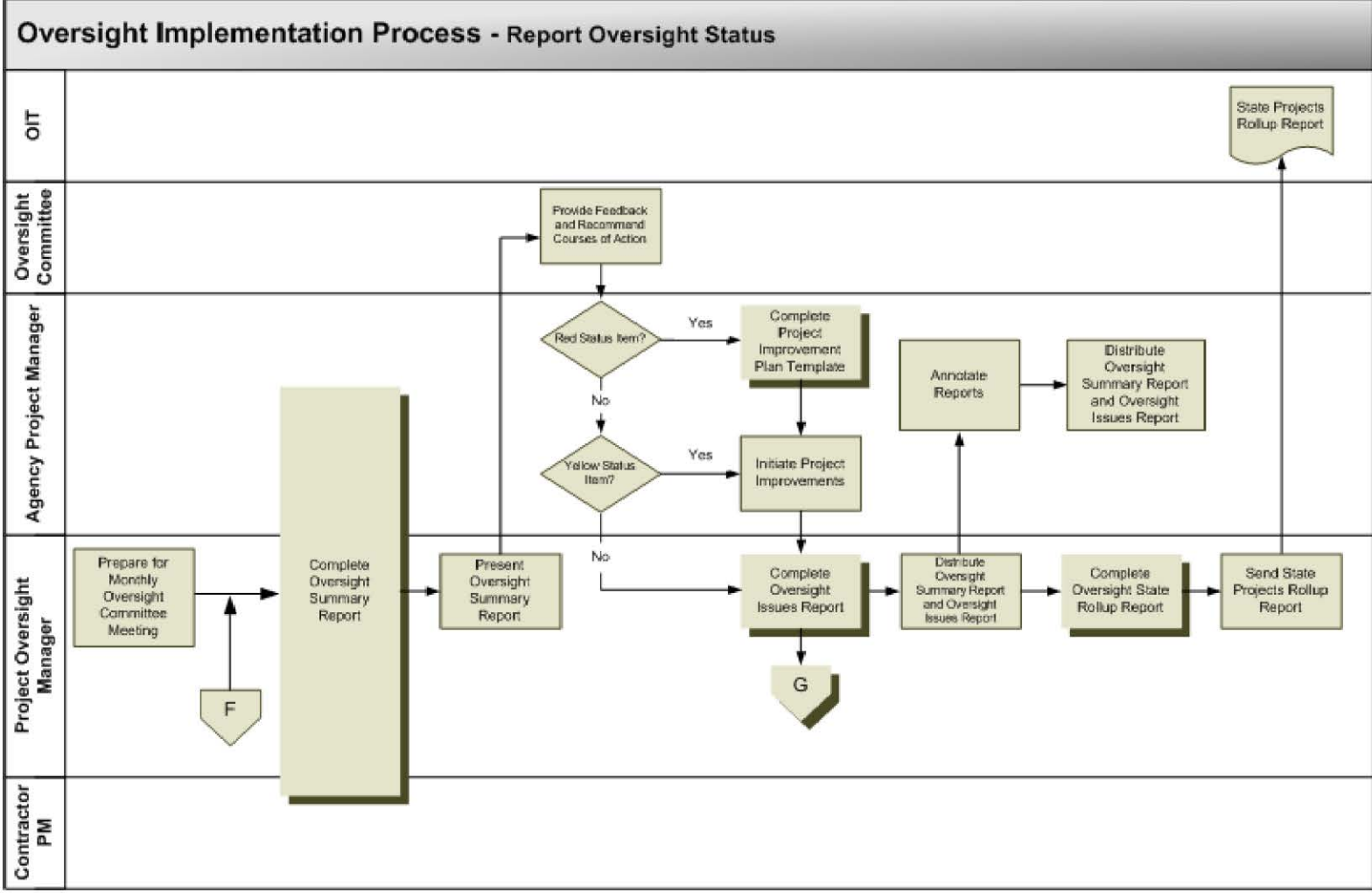
Overview

Sections

Sample Template Form

Template Detail

REPORT OVERSIGHT STATUS



This sub-process is triggered by:

- The monthly oversight status reporting cycle

This sub-process involves those activities associated with communicating oversight status to the Oversight Committee. The Oversight Manager is responsible for reporting status on three different levels to three different audiences, the Agency Project Manager, the Oversight Committee, and the Office of Information Technology. There are also three different tools for reporting this status:

- Oversight Summary Report
- Oversight Issues Report
- Oversight Projects Rollup Report

The Oversight Summary Report is intended for the Oversight Committee and is presented at the monthly oversight committee meetings. It is focused on the overall health of the project at a relatively high level. The Oversight Issues Report is a report that summarizes the areas of concern generated when developing the Oversight Committee Status Report. It provides additional status detail, a listing of issues from the oversight committee meeting, recommended courses of action, target resolution date and responsible party. The Oversight State Projects Rollup Report is a very high level report intended for the OIT. It provides a summary status and any critical issues for all IT projects across the state to which project oversight is applied.

Complete Oversight Summary Report – Using the report example as a guide, the Oversight Manager can generate the Oversight Summary Report.

Present Oversight Summary Report – The Oversight Manager will provide a presentation of oversight status during the oversight committee meeting.

Provide Feedback and Recommended Courses of Action – The oversight committee meeting will include a discussion of high risk issues and potential actions. The Oversight Committee is a managerial body that provides direction to the project. As such it may provide recommended courses of action for all issues.

Complete Project Improvement Plan Template – In the case of a red status item, the Oversight Committee will require that a Project Improvement Plan be developed. Completion of this template by the Agency Project Manager will help ensure that all improvement plan information will be provided.

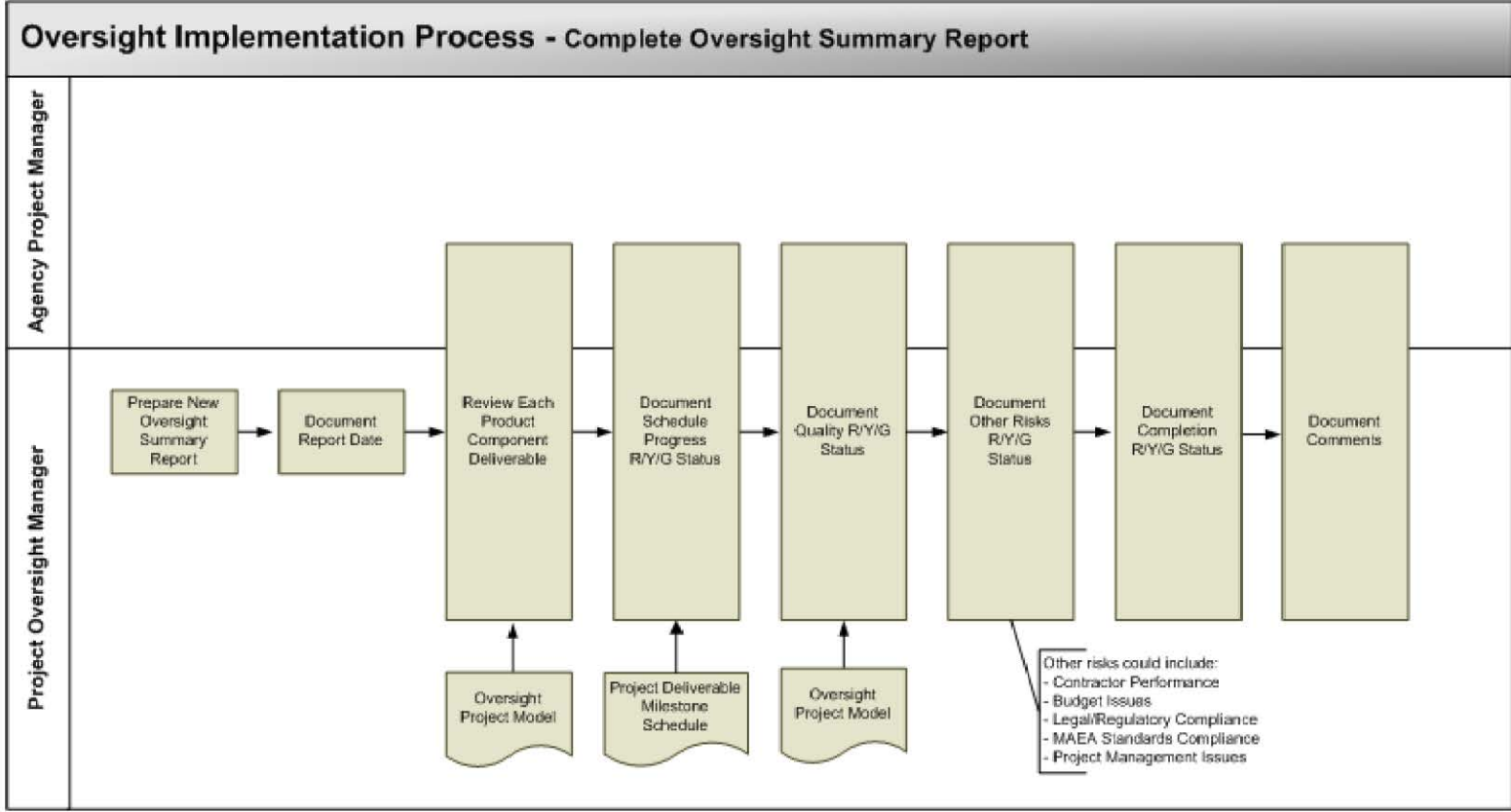
Initiate Project Improvements – The improvement plan will provide steps necessary to resolving the issue. The Agency Project Manager distributes the improvement plan to the responsible party and ensures that the improvements are initiated. The Agency Project Manager also initiates project improvements in the event of a yellow status item.

Complete Oversight Issues Report - Using the report example as a guide, the Oversight Manager can generate the Oversight Issues Report. This report is then used to track and monitor status of issues during the time span between oversight committee meetings.

Distribute Oversight Summary Report and Oversight Issues Report – Once completed, the Oversight Summary Report and the Oversight Issues Report are distributed to all project stakeholders.

Complete Oversight Projects Rollup Report - Using the report example as a guide, the Oversight Manager can generate the Oversight State Projects Rollup Report. It will help ensure all necessary information is included in the report.

COMPLETE OVERSIGHT SUMMARY REPORT



Once a month, designated project stakeholders meet to discuss project status at the oversight committee meetings. These meetings are a key element in the oversight process. It is from them that much of the project improvement is initiated. The oversight committee membership is comprised primarily of high-level management staff representing various organizations with a stake in the project. As stakeholders, these participants have a high level of vested interest in the success of the project. The monthly oversight meetings provide the opportunity for them to participate in the overall guidance of the project based upon the reported status.

In preparation for the oversight committee meetings, the Oversight Summary Report is generated. This report is highly effective because it summarizes the project into an easy to discern, single “dashboard” view of the project’s many product and services. This helps to remove much of the complexity. By using color instead of text to indicate status, the overall state of the project health can be assessed at a glance. If details are needed to explain status, this is provided in the OPM and can be made available at the click of a mouse.

The Agency Project Manager, Oversight Manager and contractor Project Manager (if applicable) perform a status assessment of the products and services provided in the OPM. The status is updated based upon the following criteria:

- *Green:* All deliverables and activities are on schedule and have satisfactory quality.
- *Yellow:* Potential schedule overrun or questionable quality. Special attention in this area can prevent an impact to overall project budget/schedule.
- *Red:* Overrun on schedule or poor quality or service or deliverable. Extensive effort or project scope change is needed to avoid overall project budget/schedule impact. A Project Improvement Plan is required.

With green status, there are few concerns and the project should progress as in the past. Yellow status indicates a potential problem that should be addressed before it grows into a more pressing issue. Red status indicates a major problem with either schedule, quality, or risks to project success.

To ensure that red status issues are addressed, the oversight committee requires that a Project Improvement Plan be assigned to the person responsible for the product, service or deliverable in red status. The improvement plan is a mechanism to initiate the actions taken to find a solution that will remedy the red status. It also ensures accountability.

Yellow status does not require an improvement plan. This is due to the fact that stepped-up normal activities will normally remedy the situation without any special effort.

Generating status inputs to the monthly Oversight Summary Report involves a status review meeting attended by the Oversight Manager, Agency Project Manager, and contractor Project Manager (if applicable). The purpose of this meeting is to collect the current oversight status, record the status in the Oversight Summary Report, and prepare for the Oversight Committee Meeting.

Using the Oversight Summary Report Example as a guide will help ensure that all important elements of the report are documented. The following process steps will aid in this documentation:

Prepare New Oversight Summary Status Report – In preparation for the oversight status review meeting, the Oversight Manager creates a new oversight summary status report using the previous months

report as a baseline. The status from the previous month's report will provide a starting point for discussing current status. The initial status report is generated directly from the OPM.

Document Report Date – Include the date when the Oversight Summary Report will be presented to either the oversight committee or the oversight reviewer.

Review Each Oversight Project Model Deliverable – For each component listed in the report, the Oversight Manager will locate the deliverables for that component in the OPM. By reviewing the status of each individual deliverable or milestone, an overarching status for the entire component can be determined. Essentially the entire component takes on the status of the deliverable with the highest level of concern. In other words, if all deliverables are green except for one with red status, then the entire product component will be given red status.

Document Schedule Progress R/Y/G Status – Review the deliverable's scheduled dates to determine if the necessary activities stated on time and are making the needed progress to meet the expected finish dates. Obtain current status of actual progress from the Agency Project Manager. If the actual progress is at or beyond the expected progress, then the deliverable status will be green. If actual progress is behind expected progress, this is an indicator of a potential schedule impact. The status indicator is set to yellow or red according to the status criteria provided above. Once all deliverables are reviewed, determine the final status for the product component.

Document Quality R/Y/G Status – The quality status indicator is set according to the deliverable or activities demonstrated performance of the required functions. Quality examines a deliverable's overall completeness, currency, comprehensiveness, and appropriateness for their intended function. A review of deliverable quality utilizing the OPM quality points (See the Evaluate Deliverable Quality sub-process) provides the criteria that will affect the status indicator setting. Once all deliverables are reviewed, determine the final status for the product component.

Document Risk R/Y/G Status – The risk status indicator is set according to the potential a particular component may have to negative impact on the end product, system or sub-system. Often schedule and quality are not the only factors that can measure the likelihood and consequence of a particular deliverable or activities performance. Component risks can include contractor performance, budget, legal, security, standards compliance, and project management issues. A review of the projects critical success factors, strategic goals and objectives can provide the criteria that will affect the status indicator setting. Once all deliverables are reviewed, determine the final status for the product component.

Document Completion R/Y/G Status – This is a special status item intended to provide an indication of completion. If all deliverables of a particular product component are complete, then this indicator turns green. This indicator will only turn yellow or red if it has been determined that a deliverable(s) will be difficult or impossible to delivery without changes in the project. Once all deliverables are reviewed, determine the final status for the product component.

Document Comments - The comment column of the report provides a means to annotate the status giving added detail about the specific deliverable with yellow or red status that has caused the overall product component status to turn yellow or red. In addition, the comments field may be used to capture project successes that are important to the Oversight Committee. These comments provide specific detailed information that is reported at the oversight committee meeting and is included in the Oversight Issues Report (See the Report Oversight Status sub-process).

OVERSIGHT SUMMARY REPORT EXAMPLE

Report Overview

This sample report is to be used as a guide to developing the Oversight Summary Report. This report will be used to report an oversight summary of project status. The example provides the exact format needed for any Oversight Summary Report.

Report Sections

The Oversight Summary Report includes the following sections:

- Report Date
- Product/Service
- Component
- Component Schedule
- Component Quality
- Component Risk
- Component Complete
- Comments

Report Example

The Oversight Summary Report provides a vehicle for documenting the oversight summary status information in an electronic format as a Microsoft Excel file. The visual representation of the Oversight Summary Report Example, provided here, is followed by the detailed description of its contents. The Oversight Manager may access ***MPOP Oversight Summary Report Example.xls*** for electronic entry of the Oversight Summary Report detail.

Oversight Summary Report Template

NSR Proprietary						8/13/2003
Oversight Summary Report						
Product/Service	Component	Component Schedule	Component Quality	Component Risk	Component Complete	Comments
Project Management	Project Planning					New Direction Changes Schedule
	Communication Management					Some changes expected with new vendor
	Risk Management					New Direction = New Critical Success Factors
	Change Request Management					
	Performance Management					
	Budget Management					No current budget issues
	Resource Management					
	Release Management					
	Contract Management					PAQ Requirements not clear, contract not signed
Software Development	Requirements Analysis					Final requirements document needed
	Design					Report Designs are still in progress
	Development/Configuration					New direction changes development schedule
	Configuration Mgmt/Version Ctrl					
Database Development	Database Analysis					
	Database Design					
	Database Construction					
	Operational Data Store					
Quality Assurance	Integration Test					Test planning is still in progress
	System Test					
	User Acceptance Test					
Data Conversion	Conversion Requirements Analysis					
	Conversion Scripts Development					
	Conversion Scripts Implementation					
User Training	Planning					Training plan drafted, not yet in synch with deployment
	Curriculum Development					Sample curriculum and materials formats determined
	Training Material Generation					
	Training Implementation					
System Deployment	Pilot Site Deployment					Deployment/Implementation Plan still in progress
	Statewide Deployment					
Interfaces	Internal Interfaces					
	External Interfaces					
Support Services	Help-Desk					Help-Desk Operations Manual in Draft
	Software Maintenance					Software Maintenance Plan in Draft
	Status Legend:					All deliverables are on schedule and have satisfactory quality. No actions necessary
						Potential schedule overrun or questionable quality. Special attention in this area can prevent an impact to overall project budget/schedule.
						Schedule overrun or poor quality. Extensive effort or project scope change is needed to avoid overall project budget/schedule impact. Project Improvement Plan required

Report Detail

Section I – Report Date

The date the Oversight Summary Report is presented.

Section II – Product/Service

The name of each product/service identified for the project and listed in the OPM.

Section III – Component

The name of each product component identified for each product/service and listed in the OPM.

Section IV – Component Schedule

The column used to indicate R/Y/G status for the timeliness of starting the component activities and deliverable and their continued schedule progress.

Section V – Component Quality

The column used to indicate R/Y/G status for component quality.

Section VI – Component Risk

The column used to indicate R/Y/G status for the potential risk a particular component may have that could negatively impact on the end product, system or sub-system.

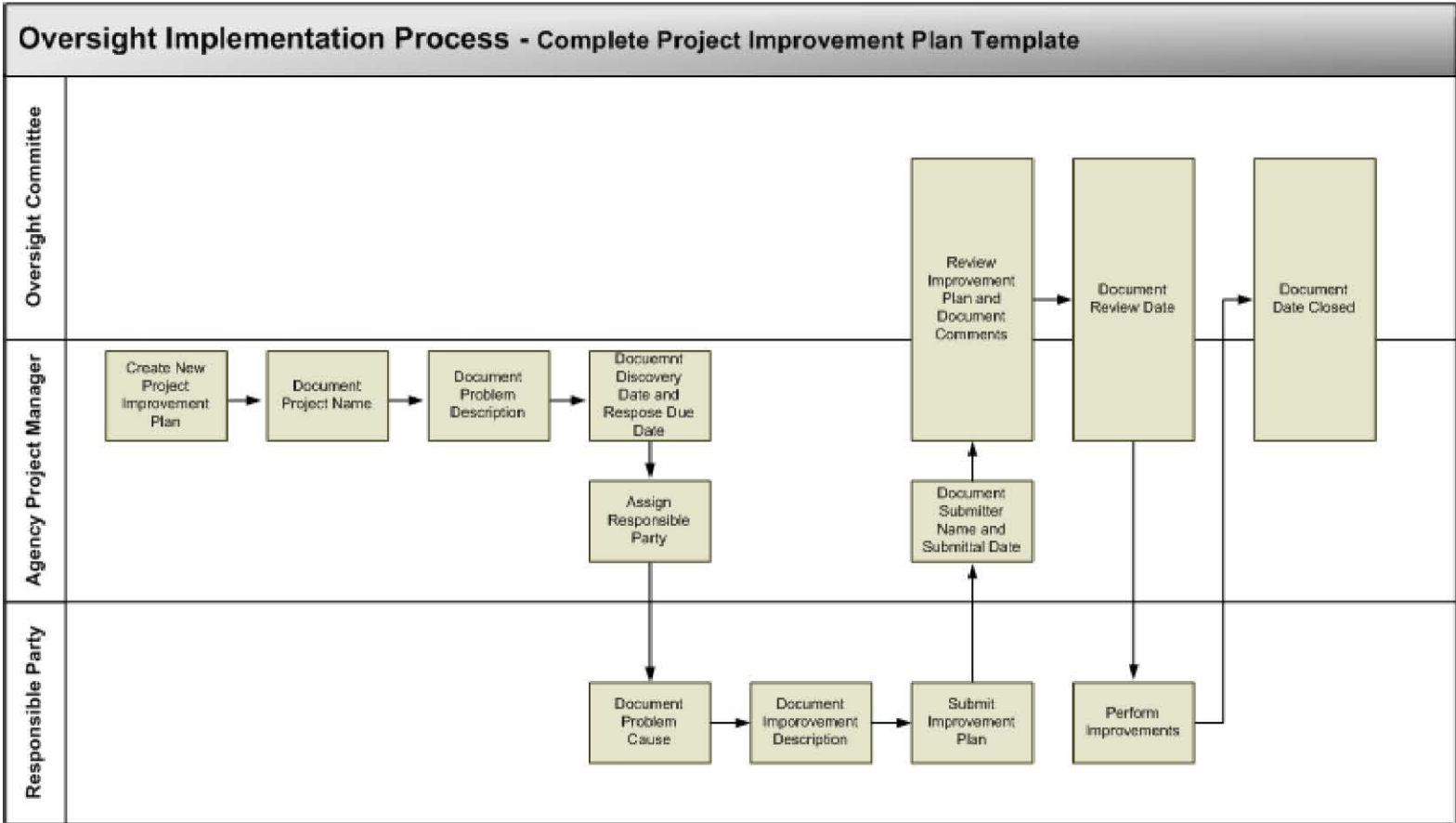
Section VII – Component Complete

The column used to indicate R/Y/G status for completion of all deliverables categorized under a single component.

Section VIII – Comments

The column used to provide specific detailed descriptions of the issues surrounding a deliverable that have caused a change in status or a continued status of red or yellow.

COMPLETE PROJECT IMPROVEMENT PLAN TEMPLATE



The Project Improvement Plan is the vehicle by which resolution to high risk (red) issues is initiated and accountability is assigned. Using the Project Improvement Plan Template as a guide will help ensure that all important elements of the improvement plan are documented. The following process steps must be followed to aid in this documentation:

Create New Project Improvement Plan – Make a copy of the Project Improvement Plan Template.

Document Project Name – Enter the name of the project to which the improvement plan applies.

Document Problem Description – It is important that the responsible party(s) for this Project Improvement Plan be aware of the need for improvement. The problem description provides and understanding of the issue(s) involved and why it is adversely affecting the project.

Document Discovery Date and Resolution Due Date – Enter the date the issue was discovered and the estimated date of issue resolution.

Assign Responsible Party – The Agency Project Manager must assign the improvement plan to the appropriate member of the project team for resolution. In some cases the Project Manager may assign it to himself. It is important to ensure that the intended assignee is available to pursue and develop a suitable resolution on or before the Resolution Due Date. Document the name of the assignee in the “Assign To” field. After the responsible party has been designated, send this template to them for their input.

Document Problem Cause – The responsible party describes the issues or circumstances that created the problem. This information may not be available when the problem is initially described. It may require additional investigation to find the true root of a problem. Understanding the problem cause will provide the ability to generate a well conceived solution.

Document Improvement Description – Describe the actions to be taken to solve the problem and/or provide project improvement. This may include step-by-step processes if the solution is multi-faceted. Each step includes the action to be taken, the responsible party and the date that it will be accomplished.

Submit Improvement Plan – Upon completion of the above information the responsible party submits the Project Improvement Plan for approval. Either the Project Manager and/or the oversight reviewer will perform this approval. The oversight reviewer can be any stakeholder of the project, but in this case it should be the member of the oversight committee involved in the discovery of the issue.

Document Submittal Date – The reviewer of the Project Improvement Plan enters the submittal date.

Review Improvement Plan and Document Comments – Review the submitted Project Improvement Plan and annotate the plan with additional comments when appropriate. This may include suggestions that may enhance the plan.

Document Review Date – Document the date of the review and return the Project Improvement Plan to the Responsible Party to perform the necessary improvement.

Execute Improvement Plan – The responsible party performs the steps included in the Project Improvement Plan. When complete, the oversight reviewer is informed.

Document Date Closed – Either the oversight reviewer or Agency Project Manager will record the date the issue was closed as a result of implementing the Project Improvement Plan that solved the problem.

PROJECT IMPROVEMENT PLAN TEMPLATE

Template Overview

This template is to be used as a guide to developing a Project Improvement Plan. Project Improvement Plans are important to ensure timely resolution of high-risk issues and accountability for the issues. From the information gathered in this template the critical information needed for a Project Improvement Plan can be collected.

Template Sections

The Project Improvement Plan Template will include the following sections:

- Project Name
- Problem Description
- Discovery Date
- Resolution Due Date
- Assigned To
- Problem Cause
- Improvement Description
- Submittal Date
- Oversight Reviewer Comments
- Review Date
- Date Closed

Template Form Sample

The Project Improvement Plan Template provides a vehicle for documenting the improvement planning details in an electronic format. The visual representation of the Project Improvement Plan Template, provided here, is followed by the detailed description of its contents. The Agency Project Manager may access ***MPOP Project Improvement Plan Template.dot*** for electronic entry of the improvement plan detail.

Project Improvement Plan

PROJECT NAME			
PROBLEM DESCRIPTION			
Discovery Date			
Response Due Date			
Assigned To			
PROBLEM CAUSE			
IMPROVEMENT DESCRIPTION			
		Submittal Date	
OVERSIGHT REVIEWER COMMENTS			
Review Date		Date Closed	

Template Detail

Section I – Project Name

Provides the name of the project to which the improvement plan applies.

Section II – Problem Description

Description of the problem needed to understand the improvement steps required.

Section III – Discovery Date Resolution Date, Assigned To

This section provides the date the problem was discovered, the date the resolution to the problem is expected and the responsible party for the improvement plan execution.

Section IV – Problem Cause

This provides an explanation of the circumstances or issues that caused the problem.

Section V – Improvement Description

This provides a step-by-step description of the activities that must take place to implement the improvement plan.

Section VI – Submittal Date

Provides the date of submittal for approval of the improvement plan

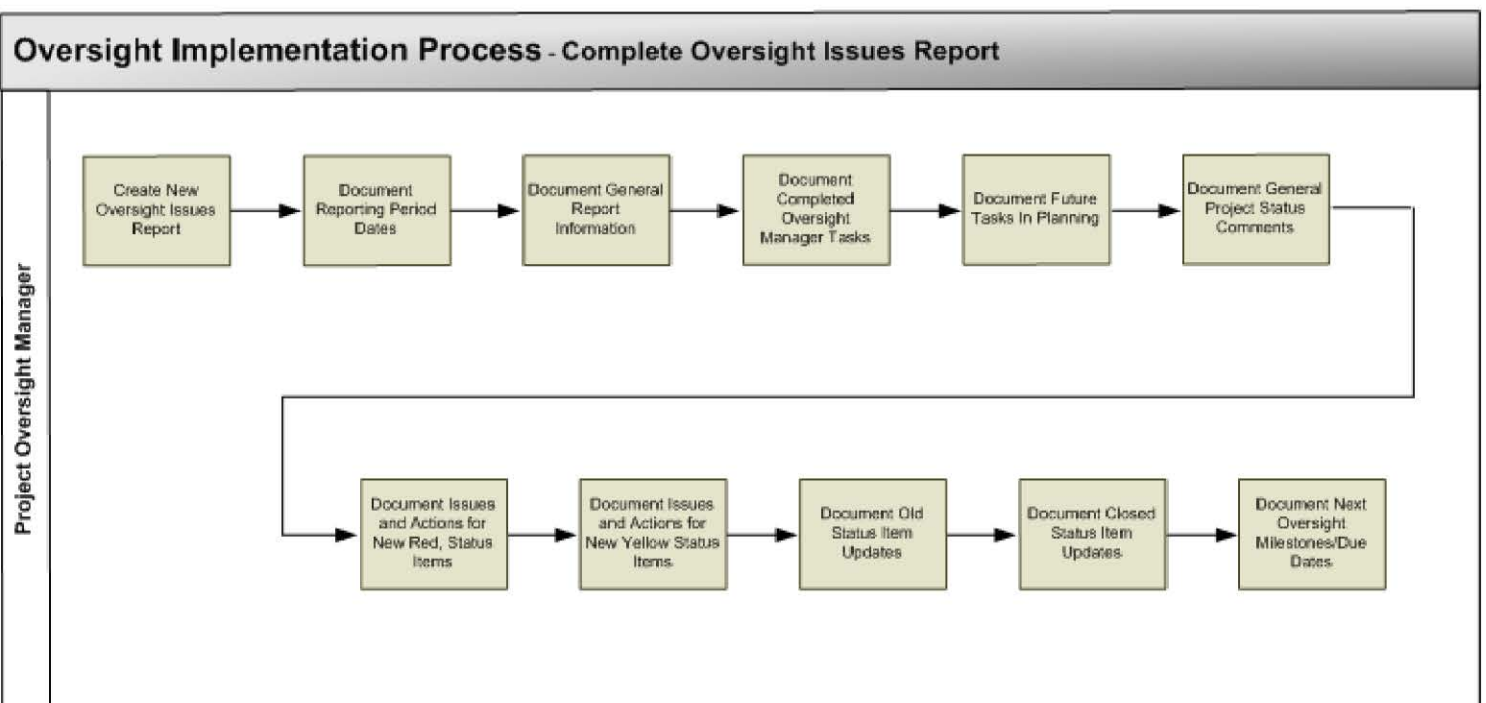
Section VII – Oversight Reviewer Comments

This provides comments included by the oversight reviewer upon review of the improvement plan.

Section VIII – Review Date and Date Closed

Provides the date of review by the oversight reviewer or Project Manager and the date the resolution is implemented, problem is solved and the issue is closed.

COMPLETE OVERSIGHT ISSUES REPORT



Much of the information documented in the Oversight Issues Report is collected using the red/yellow/green status indicators and comments from the Oversight Summary Report. Using the Oversight Issues Report Example as a guide will help ensure that all important project issues are documented. The following process steps must be followed to aid in this documentation.

For the sake of completeness, the process steps for this report assume that this is not the first Oversight Issues Report developed for the project. If this is the first Oversight Issues Report for the project, then remove all text in the example and begin entering the information as identified in the following steps. Obviously there will be no old or closed issues so these sections will be left blank.

Create New Oversight Issues Report – The Oversight Manager makes a copy of the previous month's Oversight Issues Report. Using cut and paste word processing functions to move the information contained in the New Issues/Actions section to the Old Issues/Actions section.

Document Reporting Period Dates – Document the dates for the reporting period time span. This will typically begin with the date after the previous report submittal to the date of the current report submittal.

Document General Report Information – Enter the contract number for the contract under which the oversight tasks is being performed. Since this is an oversight deliverable, the name of the deliverable is entered. Enter the name for the Agency Project Manager and Oversight Manager. If this information is already entered, simply confirm that it is still accurate. For instance, if the Agency Project Manager roles is being filled by a new person, their name should be entered.

Document Completed Oversight Manager Tasks – Document the oversight related tasks that have been accomplished during the reporting period.

Document Future Tasks In Planning – Document the planned oversight related tasks that will be accomplished in the next reporting period.

Document General Project Status Comments – This section provides a field to input general comments about the overall health of the project or major overriding issues that cross over to many detailed issues.

Document Issues and Actions for New Red Status Items – Review the newly developed Oversight Summary Report and identify all product components with a red status indicator. Review the comments in the summary report to determine the reason behind the red status. Document the issues causing the red status, any recommended courses of action, the target resolution date, and responsible party information to be included in the Project Improvement Plan.

Document Issues and Actions for New Yellow Status Items – Review the newly developed Oversight Summary Report and identify all product components with a yellow status indicator. Review the comments in the summary report to determine the reason behind the yellow status. Document the issues causing the yellow status, any recommended courses of action, the target date of resolution, and the responsible party.

Document Old Status Item Updates – Review all old status items to determine if the status has changed. If there has been a change, provide a description of the changes. Check the color status indicator and comments in the Oversight Summary Report to provide inputs to this.

If this status item issue has been resolved and is no longer a concern, then move this item to the Closed Issues/Actions section.

Document Closed Status Items– Delete all status items that were listed in this section of the previous report. For all newly closed status items, enter a description of the resolution that is credited with the closure of the issue. If this was a red status item, this should include references to the Project Improvement Plan involved.

Closed Status Items will only remain on the report for a single reporting period. To reference old issues that have been closed in previous reporting periods, the Oversight Manager will need to refer back to previous Oversight Issues Reports.

Document Next Oversight Milestones/Due Dates– Enter milestone due dates for all oversight related meetings, special activities and deliverables for the next reporting period.

OVERSIGHT ISSUES REPORT EXAMPLE

Report Overview

This sample report is to be used as a guide to developing the Oversight Issues Report. This report will provide detailed information regarding issues that have been identified on the Oversight Summary Report.

Report Sections

The Oversight Issues Report Example will include the following sections:

- Reporting Period
- General Report Information
- Completed Tasks
- Tasks In Planning
- New Issues/Actions
- Old Issues/Actions
- Closed Issues/Actions
- Next Milestones/Due Dates

Report Example

The Oversight Issues Report Example provides a vehicle for documenting the oversight issues details in an electronic format. The visual representation of the Oversight Issues Report, provided here, is followed by the detailed description of its contents. The Oversight Manager may access ***MPOP Oversight Issues Report Example.doc*** for electronic entry of the Oversight Issues Report detail.

Oversight Issues Report Example

Oversight Issues Report

Reporting period: 07/12/03 – 08/13/03

Contract No.:	C2202001	Agency Project Manager:	Jane Doe																	
Deliverable Title:	Oversight Issues Report	Oversight Manager:	John Doe																	
COMPLETED TASKS	<ul style="list-style-type: none">Completed review of final communications plan.Prepared Project Model in preparations for Oversight Committee meeting.Facilitated project oversight committee meeting.																			
TASKS IN PLANNING	<ul style="list-style-type: none">Update the oversight project model with feedback from oversight committee meeting.Began research to determine project compliance with statewide technology standards.																			
NEXT MILESTONES/DUE DATES	<ul style="list-style-type: none">09/10/03 – Oversight Committee Meeting																			
STATUS SUMMARY	<p>General Comments: This section provides an overview of major issues for the project and overall status.</p> <p>The following table provides a summary of the yellow/red count of new, old and closed issues.</p> <table><tr><th colspan="2" rowspan="2"></th><th colspan="3">ISSUE TYPE</th></tr><tr><th>NEW</th><th>OLD</th><th>CLOSED</th></tr><tr><td rowspan="2">CRITICALITY</td><td>RED</td><td>1</td><td>1</td><td>1</td></tr><tr><td>YELLOW</td><td>1</td><td>1</td><td>1</td></tr></table> <p>All closed issues from the previous month are moved to a separate archive file.</p>					ISSUE TYPE			NEW	OLD	CLOSED	CRITICALITY	RED	1	1	1	YELLOW	1	1	1
		ISSUE TYPE																		
		NEW	OLD	CLOSED																
CRITICALITY	RED	1	1	1																
	YELLOW	1	1	1																

<p>NEW ISSUES/ACTIONS</p>	<p><u>Red Status Items</u></p> <p>Issue MMY-##: This is an issue of red status from the Oversight Committee Status Report</p> <p>Recommendation: This provides a description of oversight specialists recommendations for issue resolution</p> <p>Resolution: This provides a description of proposed resolution as discussed by the oversight committee.</p> <p>Closure Date: This is the target date for implementation of the resolution.</p> <p>Responsible Party: This is the individual, team, contractor, or management representative responsible to ensure the issue is resolved.</p> <p><u>Yellow Status Items</u></p> <p>Issue MMY-##: This is an issue of yellow status from the Oversight Committee Status Report</p> <p>Recommendation: This provides a description of oversight specialists recommendations for issue resolution</p> <p>Resolution: This provides a description of proposed resolution as discussed by the oversight committee.</p> <p>Closure Date: This is the target date for implementation of the resolution.</p> <p>Responsible Party: This is the individual, team, contractor, or management representative responsible to ensure the issue is resolved.</p>
<p>OLD ISSUES/ACTIONS</p>	<p><u>Red Status Items</u></p> <p>Issue MMY-##: This is an issue of red status from the Oversight Committee Status Report</p> <p>Recommendation: This provides a description of oversight specialists recommendations for issue resolution</p> <p>Resolution: This provides a description of proposed resolution as discussed by the oversight committee.</p> <p>Closure Date: This is the target date for implementation of the resolution.</p> <p>Responsible Party: This is the individual, team, contractor, or management representative responsible to ensure the issue is resolved.</p> <p><u>Yellow Status Items</u></p> <p>Issue MMY-##: This is an issue of yellow status from the Oversight Committee Status Report</p> <p>Recommendation: This provides a description of oversight specialists recommendations for issue resolution</p> <p>Resolution: This provides a description of proposed resolution as discussed by the oversight committee.</p> <p>Closure Date: This is the target date for implementation of the resolution.</p> <p>Responsible Party: This is the individual, team, contractor, or management representative responsible to ensure the issue is resolved.</p>

<p>CLOSED ISSUES/ACTIONS</p>	<p><u>Red Status Items</u></p> <p>Issue MMY-##: This is an issue of red status from the Oversight Committee Status Report</p> <p>Recommendation: This provides a description of oversight specialists recommendations for issue resolution</p> <p>Resolution: This provides a description of proposed resolution as discussed by the oversight committee.</p> <p>Closure Date: This is the target date for implementation of the resolution.</p> <p>Responsible Party: This is the individual, team, contractor, or management representative responsible to ensure the issue is resolved.</p> <p><u>Yellow Status Items</u></p> <p>Issue MMY-##: This is an issue of yellow status from the Oversight Committee Status Report</p> <p>Recommendation: This provides a description of oversight specialists recommendations for issue resolution</p> <p>Resolution: This provides a description of proposed resolution as discussed by the oversight committee.</p> <p>Closure Date: This is the target date for implementation of the resolution.</p> <p>Responsible Party: This is the individual, team, contractor, or management representative responsible to ensure the issue is resolved.</p>
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Report Detail

Section I – Reporting Period

Provides the start and end dates for the reporting period.

Section II – General Report Information

This section provides general report information.

- *Contract:* Contract number for the contract under which the oversight tasks is being performed
- *Deliverable Title:* Title of the oversight deliverable. For this report this field will always be populated with “Oversight Issues Report”.
- *Agency Project Manager:* Name of the Agency Project Manager
- *Oversight Manager:* Name of the Oversight Manager

Section III – Completed Tasks

This provides a description of all oversight tasks that have been completed during the reporting period.

Section IV – Tasks In Planning

This provides a description of all oversight tasks are planned for the next reporting period.

Section V – Next Milestones/Due Dates

This provides milestone due dates for all oversight related meetings, special activities and deliverables for the next reporting period.

Section VI – Status Summary

This provides an objective summary of the project as viewed by the Oversight Manager.

- *General Comments:* Provides general overarching comments on project status.
- *Issues Summary Table:* Provides a summary of the yellow/red count of new, old and closed issues.

Section VII – New Issues/Actions

This provides a description of all issues and action items that have been identified through the oversight monitoring activities.

- *Red Status Items:* Provides a description of issues and related actions for all red status items from the Oversight Summary Report.
- *Yellow Status Items:* Provides a description of issues and related actions for all yellow status items from the Oversight Summary Report.

Section VIII – Old Issues/Actions

This provides a description of all issues and action items from previous reporting periods that have not yet been closed.

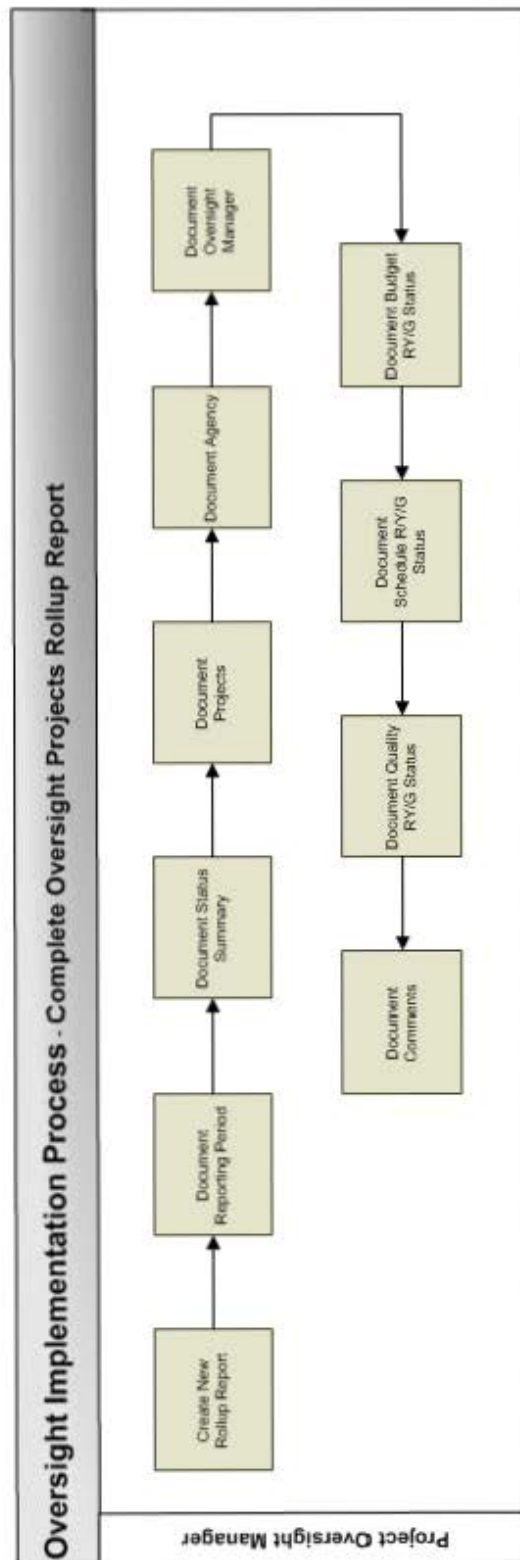
- *Red Status Items:* Provides a description of issues and related actions for all red status items from the Oversight Summary Report.
- *Yellow Status Items:* Provides a description of issues and related actions for all yellow status items from the Oversight Summary Report.

Section IX – Closed Issues/Actions

This provides a description of all issues and action items that have been closed.

- *Red Status Items:* Provides a description of issues and related actions for all red status items from the Oversight Summary Report.
- *Yellow Status Items:* Provides a description of issues and related actions for all yellow status items from the Oversight Summary Report.

COMPLETE OVERSIGHT PROJECTS ROLLUP REPORT



The Oversight Projects Rollup Report provides a means of reporting a general status of the project health to the Office of Information Technology (OIT). Each Oversight Manager will prepare this report monthly and include status for every project to which he/she is providing project oversight services. The intent is for this information to be used by OIT for inclusion into the IT State of the State Report and the monthly reports for the state budget and finance committee. In addition, the Oversight Projects Rollup Report serves as a vehicle to escalate project issues to OIT to seek further guidance and assistance.

Using the Oversight Project Rollup Report Example as a guide will help ensure that all elements of the report are documented. The following steps must be followed to aid in this documentation:

Create New Rollup Report – The Oversight Manager makes a copy of the previous month’s Oversight Projects Rollup Report.

Document Report Period – Enter the reporting period for which the rollup report has been prepared; this is typically the month that the report covers.

Document Overall Status Summary – Enter a brief summary of the overall status and any critical issues for each of the individual projects that are included in the rollup report. This summary information can usually be found in the status summary section of each engagement’s monthly issues report.

Document Projects – Enter the name of each project for which oversight services are being provided.

Document Agency – Enter the name of the agency or organization that owns the project.

Document Oversight Manager – Enter the name of the Oversight Manager that is performing the oversight function for the project.

Important Note: The next three process steps include the determination of an overall Red/Yellow/Green status for schedule, budget and quality. Since there may be a number of red/yellow issues for any one of these areas, the following steps are provided to guide the determination of “rollup” status for this report.

- 1) Review all status items
- 2) Determine the highest status (red, yellow, or green). This becomes the initial status.
- 3) If initial status is red or yellow
 - Review the detailed comments for the item(s) with the highest status.
 - Assess the overall impact of the item on the project as a whole.
 - Assess the probability of finding a timely, internally produced solution.
 - Determine the need for outside assistance from OIT
- 4) Determine the necessity to alarm OIT about the status item based on overall project impact and the need for OIT assistance.
- 5) If there is no need for alarm, set the status to green. Otherwise retain the status of the item.

It is important to remember that the intent of this report is to communicate the general health of the project. This includes the reporting of all high-risk issues for each project that should be brought to the attention of OIT. It is not intended to cause undue alarm over issues that are relatively minor or can be resolved internal to the project team. Past history has shown that the Oversight Summary Report typically will contain yellow and red status items almost every month. If all of these items were reported in the Project Rollup Report, it would appear that all the projects across the state are constantly in trouble when this is not necessarily true. Common sense and practical management judgment are critical to these steps.

Document Budget R/Y/G Status – The Oversight Manager reviews all budget related issues identified in the Oversight Summary Report and Oversight Issues Report. Indicate red, yellow or green status for the project budget based upon the following criteria:

- *Green:* There are no budget issues causing schedule delays and or unsatisfactory quality.
- *Yellow:* Budget issues could potentially create schedule overruns or questionable quality. Special attention in this area can prevent an impact to overall schedule/quality.
- *Red:* Budget issues are causing schedule overruns or poor quality. Extensive effort or project scope change is needed to avoid overall schedule/quality impact.

With green status, there are no concerns and the project should progress as in the past. Yellow status indicates a potential problem that should be addressed before it grows into a more pressing issue. Red status indicates a major problem with the budget.

Document Schedule R/Y/G Status – The Oversight Manager reviews all schedule related issues from the Oversight Summary Report and Oversight Issues Report. The issue with the highest level of concern will determine this “rollup” R/Y/G status. The intent is to communicate all high-risk situations for all projects. Indicate red, yellow or green status for the project schedule based on the following criteria:

- *Green:* There are no schedule issues affecting quality or budget overruns
- *Yellow:* Schedule issues could potentially create budget overruns or questionable quality. Special attention in this area can prevent an impact to overall budget/quality.
- *Red:* Schedule issues are causing budget overruns or poor quality. Extensive effort or project scope change is needed to avoid overall budget/quality impact.

With green status, there are no concerns and the project should progress as in the past. Yellow status indicates a potential problem that should be addressed before it grows into a more pressing issue. Red status indicates a major problem with the schedule.

Document Quality R/Y/G Status – The Oversight Manager reviews all quality related issues identified in the Oversight Summary Report and Oversight Issues Report. The issue with the highest level of concern will determine this “rollup” R/Y/G status. The intent is to communicate all high-risk situations for all projects. Indicate red, yellow or green status for quality based upon the following criteria:

- *Green:* There are no quality issues
- *Yellow:* Quality issues could potentially create schedule overruns or budget overruns, or unsatisfactory products/services. Special attention in this area can prevent overall project impact.
- *Red:* Quality issues are causing schedule overruns, budget overruns or poor unsatisfactory products/services. Extensive effort or project scope change is needed to avoid overall project impact.

With green status, there are no concerns and the project should progress as in the past. Yellow status indicates a potential problem that should be addressed before it grows into a more pressing issue. Red status indicates a major problem with quality.

Document Comments – Document any comments that will help clarify the red/yellow/green status provided. A description of the issue causing red or yellow status is required.

OVERSIGHT PROJECTS ROLLUP REPORT EXAMPLE

Report Overview

This example is to be used as a guide to developing the Oversight Projects Rollup Report. This report is used to communicate status of all IT projects that are receiving oversight services.

Report Sections

The Oversight Projects Rollup Report will include the following sections:

- Reporting Period
- Status Summary
- Project Rollup Status
 - Project
 - Agency
 - Oversight Manager
 - Status
 - Status Comments
- Status Legend

Report Example

The Oversight Projects Rollup Report Example provides a vehicle for documenting the overall budget, schedule, and quality status for all projects receiving oversight services in an electronic format. The visual representation of the Oversight Projects Rollup Report, provided here, is followed by the detailed description of its contents. The Oversight Manager may access ***MPOP Oversight Project Rollup Report Example.doc*** for electronic entry of the Oversight Projects Rollup Report details.

Oversight Projects Rollup Report Example

Missouri Oversight Rollup Report

REPORTING PERIOD: August 2003

Status Summary

There are currently three Missouri IT projects implementing oversight, ABC, DEF, and XYZ which is just starting. Of these projects, only ABC is currently experiencing significant difficulties. DEF and XYZ are performing well and there are no major issues at this time.

Project ABC: ABC currently has a very tight schedule and the contractor's progress is falling behind. Combined with the agency's internal efforts, the project is nearly a month off schedule for the re-scoped Phase I delivery. The Oversight Manager has significant concern that the schedule can be met for the targeted December delivery. The project is struggling with "analysis paralysis" in several areas, most significantly in interface definitions with legacy and external systems. More subject matter expert time is needed to resolve interface issues.

Project DEF: Project DEF is now being guided by a new project schedule. The development of this schedule has been painstaking, but it is a very big success that it has been completed. Oversight has provided significant support and expertise to the project management staff that has helped in the definition and implementation of project management processes such as risk management and communication management. It also has provided much needed support for developing the project schedule using the MS Project tool. There are no major issues on the project.

Project XYZ: This project is just getting started and oversight is only in the initiation phase. There are no issues.

Project Rollup Status

Project	Agency	Oversight Manager	Status		
Project ABC	Agency ID	John Doe	Budget	Schedule	Quality
	<p><u>Status Comments:</u></p> <p>Budget: Independent budget oversight is not a contracted service for this oversight effort.</p> <p>Schedule: There is a major concern that the remaining work may not be completed in time to meet the Federally mandated deadline of December 2003. The new development contractor has laid out a plan, but the volume of work and the limited time remaining in the schedule constitutes a serious risk area. Development is already three weeks behind schedule and the project scope is still in flux. Several project areas are still in an "analysis" phase and have yet to begin development.</p> <p>Quality: Requirements documentation quality is good. Software design is still in progress, there are still learning-curve issues with the chosen Microsoft .NET application framework. Testing remains a large concern as there is little schedule time left for development and testing.</p>				
Project DEF	Agency ID	John Doe	Budget	Schedule	Quality
	<p><u>Status Comments:</u></p> <p>Budget: Independent budget oversight is not a contracted service for this oversight effort.</p> <p>Schedule: The project is not experiencing delays in any areas to date. The schedule needed to guide the remaining phases of the project has been given high priority attention by the oversight committee and is now complete and approved.</p> <p>Quality: The process being used for requirements gathering is an industry standard and the results thus far are good. The main concern in this area was the technical staff's inexperience in the chosen requirements gathering methodology, but the team is receiving training that is proving to be successful in getting them prepared.</p>				
Project XYZ	Agency ID	Jane Doe	Budget	Schedule	Quality
	<p><u>Status Comments:</u></p> <p>Budget: Payment milestones are being tracked monthly, to date all services and payments have been in accordance with the PAQ.</p> <p>Schedule: The project is on schedule</p> <p>Quality: There are no quality concerns at this time.</p>				

STATUS LEGEND	
	All products, services, and management/technical processes have satisfactory quality, there are no significant schedule concerns, and the budget is sufficient and approved by executive management.
	There are potential schedule overruns that threaten the overall project end date, potential budget over expenditures or questionable quality. Special attention in this area is required to prevent an impact to the project
	There are significant schedule overruns that are causing the project end-date to slip, or there is proven poor quality or the budget has been found to be insufficient to cover expenses. Extensive effort or project scope change is needed.

Report Detail

Section I – Report Information

This section provides general report information

- *Report Title:* Provides the title of the document – “Missouri Oversight Rollup Report”.
- *Reporting Period:* Provides the month and year for which the report data covers.

Section II – Status Summary

This section provides a brief, high-level summary of the status and any critical issues for all projects covered in the rollup report.

Section III – Project Rollup Status

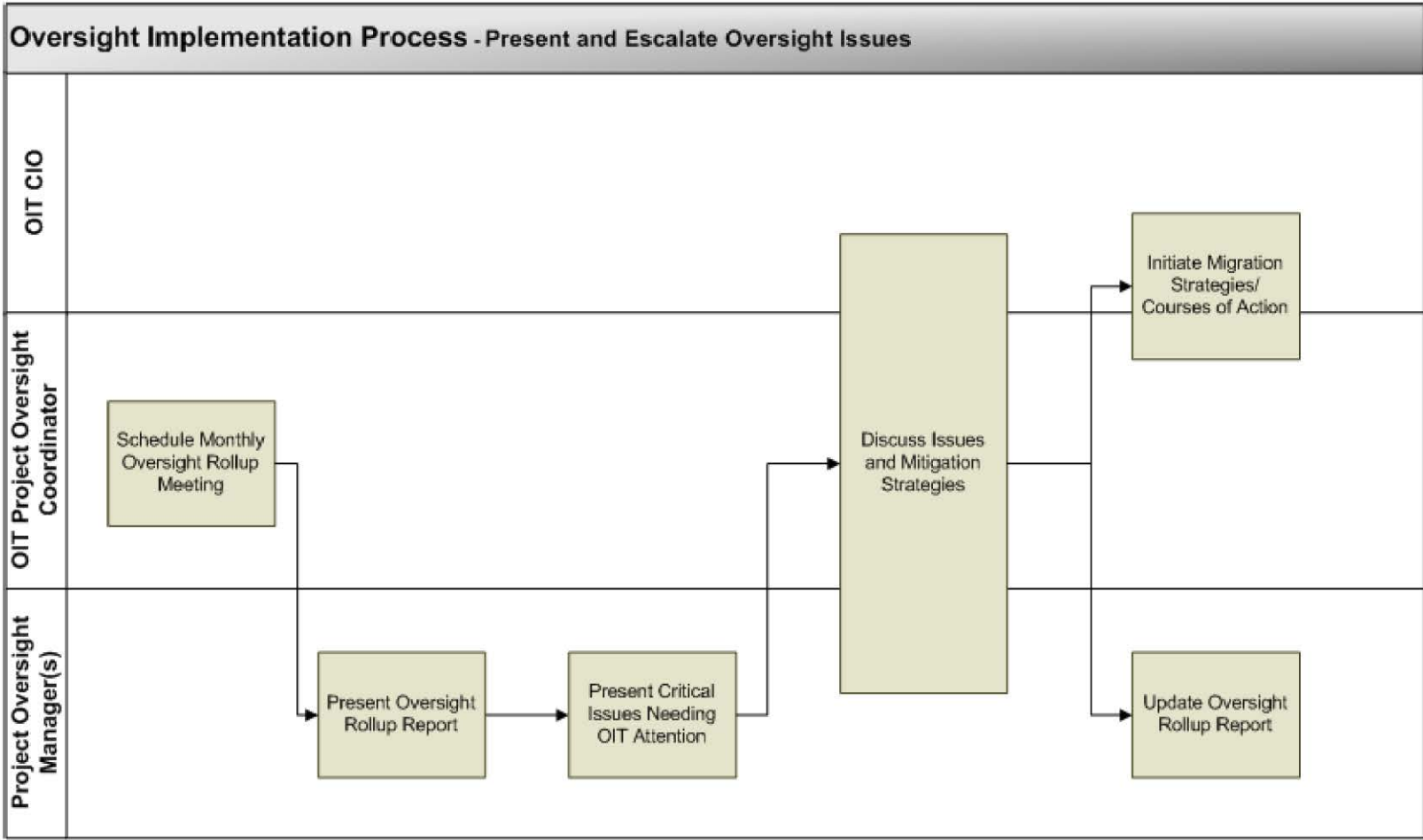
This section provides the project information and status.

- *Project:* Name of the project receiving oversight services
- *Agency:* Name of the agency that owns the project
- *Oversight Manager:* Name of the Oversight Manager performing oversight services.
- *Budget:* Budget status indicator
- *Schedule:* Schedule status indicator
- *Quality:* Quality status indicator
- *Comments:* Description of issues that have caused the red/yellow/green status. This is required for all red and yellow status indicators.

Section IV – Status Legend

This section provides an explanation of the colors used to document the budget, schedule and quality status indicators.

PRESENT AND ESCALATE OVERSIGHT ISSUES



This sub-process is triggered by;

- The submission of the Missouri Oversight Rollup Report

This sub-process involves those activities associated with communicating the high-level status and critical Missouri IT project issues to the Office of Information Technology CIO for those projects for which project oversight is being applied. This sub-process provides a forum in which each of the Oversight Managers and the OIT Project Oversight Coordinator can both present and discuss project successes and critical issues with the OIT CIO.

This forum provides an opportunity for the CIO to capture success in order to acknowledge excellent project performance with individual agency CIO's and at monthly ITAB meetings. These meetings also provide an opportunity to escalate issues facing IT projects that OIT may be able to help resolve. In addition, this forum is an opportunity for each of the Oversight Managers to seek input and guidance from the CIO on resolving project issues that are beyond the scope and control of the Oversight Manager.

Schedule Monthly Oversight Rollup Meeting – Upon review of the Oversight Summary Report, the OIT Project Oversight Coordinator will schedule time with the State of Missouri OIT CIO in order to present the high-level status and any critical issues facing Missouri IT projects. This meeting requires the attendance of all Oversight Managers that have contributed to the rollup report and the OIT CIO.

Present Oversight Rollup Report – Each Oversight Manager will provide a summary presentation of oversight status for all projects in which they are performing oversight services.

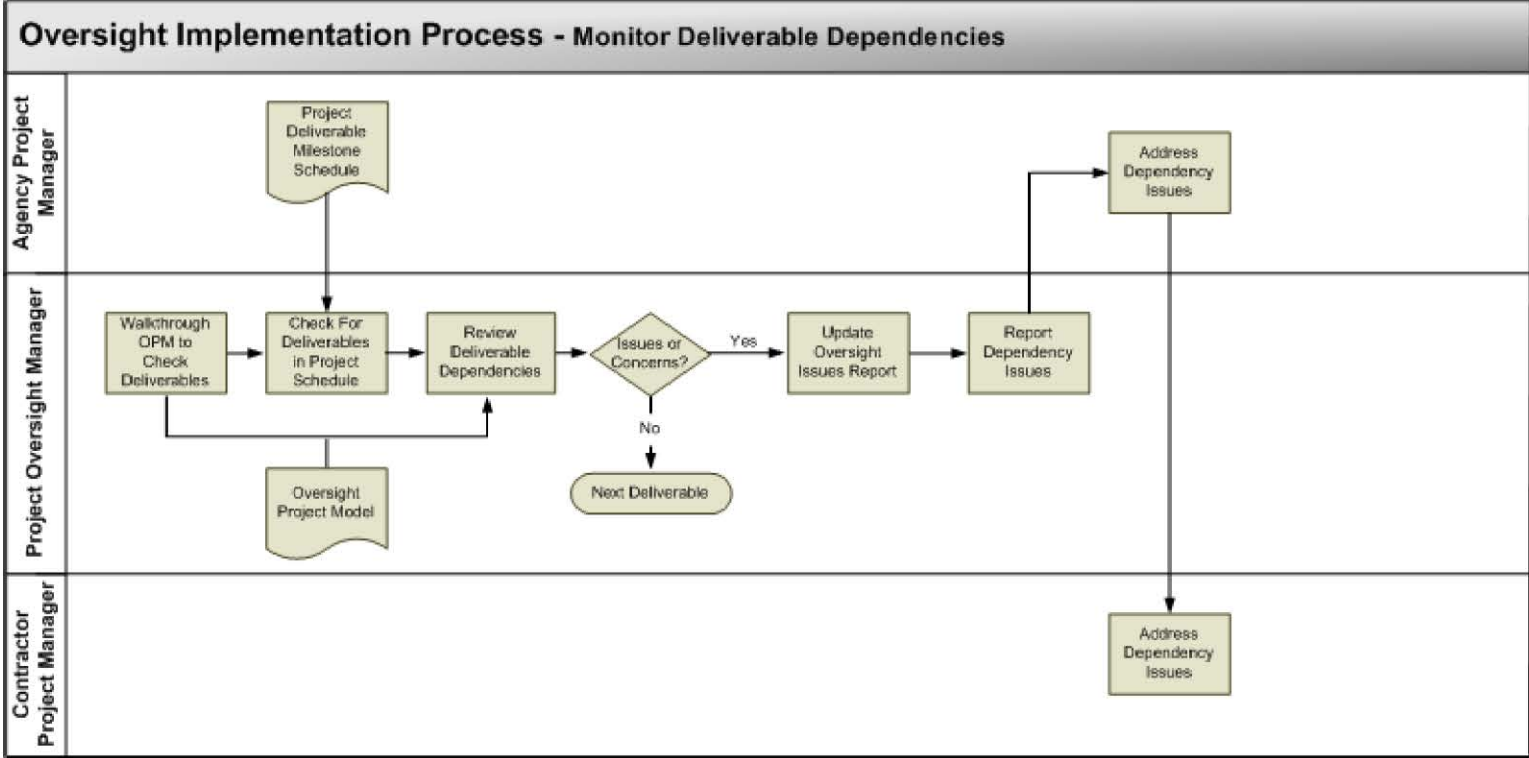
Present Critical Issues Needing OIT Attention – Each Oversight Manager will provide additional details on any critical issues facing the projects for which they are performing oversight services. The Oversight Manager will detail any recommended courses of action and indicate issues in which additional input or direction from OIT is necessary to help the project achieve success.

Discuss Issues and Mitigation Strategies – Having presented the critical project issues, the meeting essentially becomes a forum in which all Oversight Managers, the OIT Project Oversight Coordinator, and the OIT CIO can discuss the issues and potential courses of action. This is particularly important for those issues that can benefit from OIT involvement. This discussion could also lead to the changing of the budget, schedule or quality status indicator based on a consensus of the group. The result of this discussion will include documenting the appropriate course of action necessary to address critical project issues.

Initiate Mitigation Strategies/Courses of Action – For mitigation strategies requiring OIT involvement, the OIT CIO and OIT Project Oversight Coordinator will exercise the appropriate course of action. This may be contact between the OIT CIO and the agency CIO responsible for the project, or additional OIT guidance and assistance such as referring the project sponsor to other Missouri programs or best practices.

Update Oversight Rollup Report – Based on the discussion, each Oversight Manager will update the status for all projects in which they are performing oversight services. This includes documenting the recommended course of action necessary to resolve critical project issues.

MONITOR DELIVERABLE DEPENDENCIES



This sub-process is triggered by:

- A regular cycle of reviewing project deliverables

A simplistic view of project oversight includes project monitoring and reporting of status based on the current situation. This provides a view into past performance that has led to the current “snapshot” of project status. It is possible to identify problems and issues, report them, and provide recommendations targeted at their remediation. The problem with this approach is there is no mechanism with the purpose of foreseeing and avoiding the problems and issues in the first place. An ounce of prevention is worth a pound of cure.

The MPOP includes this simple monitoring and reporting function, but it also takes a more proactive approach through the use of forward-looking reviews. This is made possible by identifying dependencies for each deliverable. Dependencies are simply activities or deliverables that the future deliverable is dependent upon. Dependencies allow for the Oversight Manager to look ahead in the schedule, identify deliverables that are due in the near and distant future, and point the Project Manager in the direction of key activities that must be accomplished in the near future to support that delivery.

The argument can be made that this is really a project management task. This is true; however Project Managers often become embroiled in the details of immediate issues. When this occurs, other priority tasks can be lost in the chaos. It is the job of the Oversight Manager to keep the Project Manager focused on the big picture view of the project and help prevent these tasks from being overlooked. If not tended to in the present, some of them can create larger project delays later in the schedule.

On a weekly basis, the Oversight Manager must review the schedule to identify upcoming deliverables. A careful examination of each deliverable’s dependencies listed in the OPM will point to tasks or deliverables that require near term attention

Walkthrough OPM to Check Deliverables – The Oversight Manager will walkthrough the OPM and identifies each deliverable.

Check For Deliverables In Project Schedule – For each deliverable in the OPM, search the project schedule for the same deliverable.

Review Deliverable Dependencies – Review the deliverable dependencies to identify activities or deliverables that the target deliverable is dependent upon. A determination must be made as to whether the dependency is on schedule or not. Search the project schedule to find the dependency in the task list. Determine whether it has been started on time and/or is progressing toward a timely completion. If the dependency is not included in the project schedule this may indicate an error in project planning.

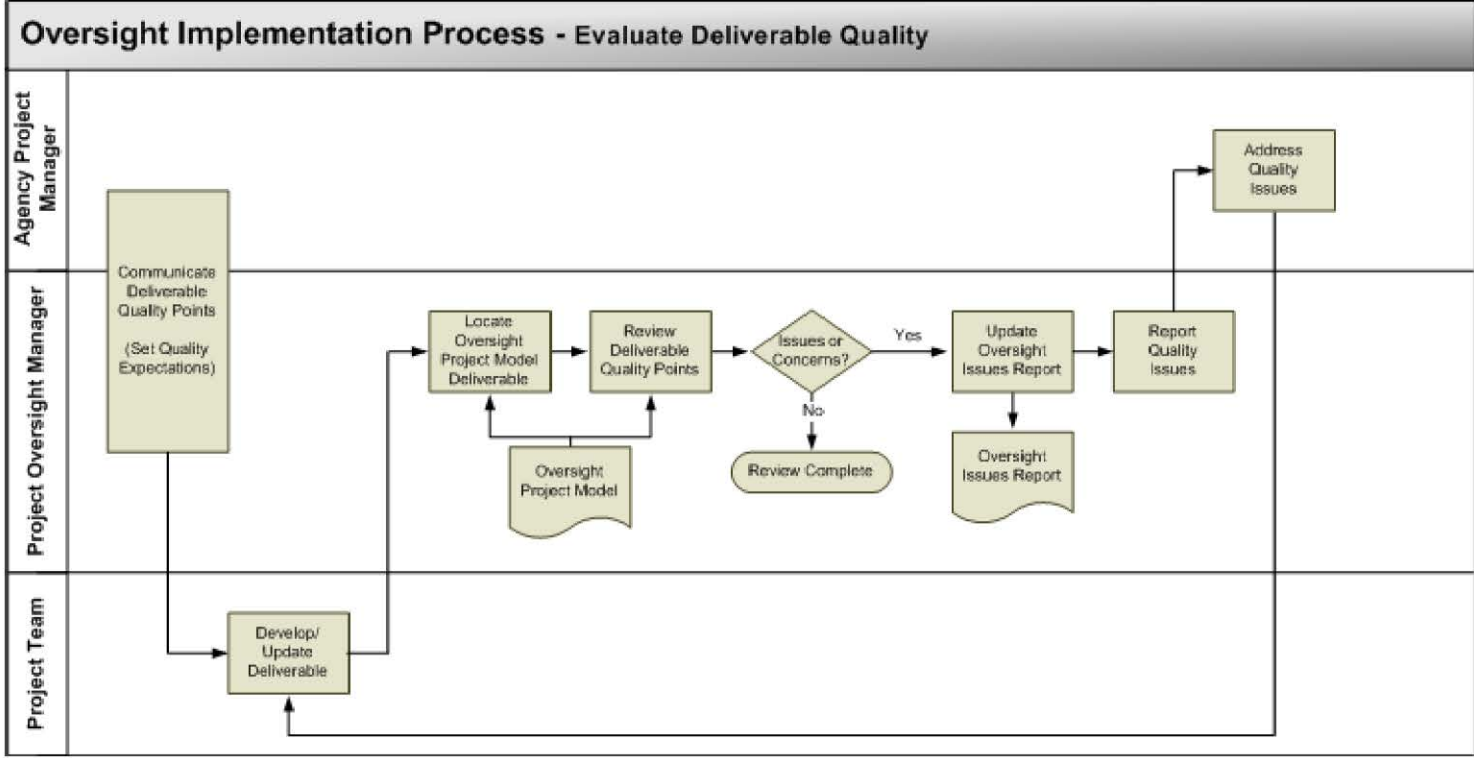
Update Oversight Issues Report – If there are concerns regarding the scheduled completion of the dependent task or if the dependency is not present in the schedule, then on-time delivery of the deliverable may be in jeopardy. If the deliverable is part of the critical path for the overall project, then the implications of the late dependency delivery may be very significant.

The oversight issues report that is generated each month (See Report Oversight Status Sub-Process) should be updated to include any new dependency issues discovered during this dependency review.

Report Dependency Issues – Using the Oversight Issues Report, the new dependency issues are immediately reported to the Agency Project Manager. This ensures that the issues will receive attention in a timely manner and help avoid future project delays.

Address Dependency Issues - The Agency Project Manager must determine how to address the issues and assign ownership to them. If the contractor is responsible for the dependency in question, then the issue is handed over to the Contractor Project Manager. The oversight issues report will be used in the future to track the dependency issues and obtain status updates on their resolution.

EVALUATE DELIVERABLE QUALITY



Quality is typically defined by the content, accuracy, and completeness of project deliverables. With the exception of the major schedule milestones and budget, project oversight for Missouri is not intended to delve into the lower level details of a project. Therefore, quality from an oversight perspective is defined only by content and completeness. The Oversight Manager is not expected to obtain a level of knowledge that allows for an evaluation of accuracy. This is left for the Project Managers and technical team.

Note: This program has been developed to address the oversight processes expected for a majority of IT projects. However, there may be projects that are atypical and may require Independent Verification & Validation (IV&V) activities that are performed by the Oversight Manager. If the IV&V activities are highly technical in nature, it may require the services of additional technical personnel that work with and are directed by the Oversight Manager.

The evaluation of quality is accomplished using the OPM and the project deliverables that have been collected. The quality factors identified and included for each deliverable are used to assess whether the essential elements of the deliverable have been considered and/or included. They also help to evaluate the quality of the project processes involved in producing the deliverable. The Oversight Manager uses the list of quality factors as a checklist. Reviewing the quality factors naturally spawns questions in relation to the quality of an artifact. For example, the quality factors related to a software test plan include a minimum of:

- Test team appointments
- Test schedule
- Test environment description
- Test cases
- Test scripts

Using the test environment description as an example, to produce this element of a test plan, the technical team must identify testing location, facilities, equipment, operating system, software product version number, etc, all of which are critical to running a test. If the test plan does not include a test environment description then the quality of the test planning and coordination effort is suspect. Likewise, if test scripts are not included, then test consistency and repeatability is not possible, thus reducing the test quality. Similar assessments of quality are possible for all aspects of a project through the inspection of the artifact quality factors.

There are two aspects to this sub-process that are triggered in two different ways:

- It is important that the quality points get communicated to the deliverable responsible parties in order to set expectations. This is triggered by the start date designated in the project schedule for the deliverable. This triggers the “Communicate Deliverable Quality Points” step.
- The completion of a deliverable is the trigger for reviewing the deliverable quality that starts with the “Develop/Update Deliverable” step.

Communicate Deliverable Quality Points – To ensure that expectations for deliverable quality points are understood, the Oversight Manager must communicate them to the project team. The project contract should include deliverable expectations and this should be reviewed. This will help ensure that the deliverable will be produced according to the needs of the project and both the Oversight Manager’s and Agency Project Manager’s expectations.

Develop/Update Deliverables – The project team (either agency or contractor staff) will produce or update the deliverable as per the project plan.

Review Deliverable Quality Points – This step involves a review of the deliverable and inspection using the predefined quality points. The Oversight Manager locates the deliverable in the OPM. The listed quality points are used as a checklist to ensure that all important aspects of the deliverable have been addressed.

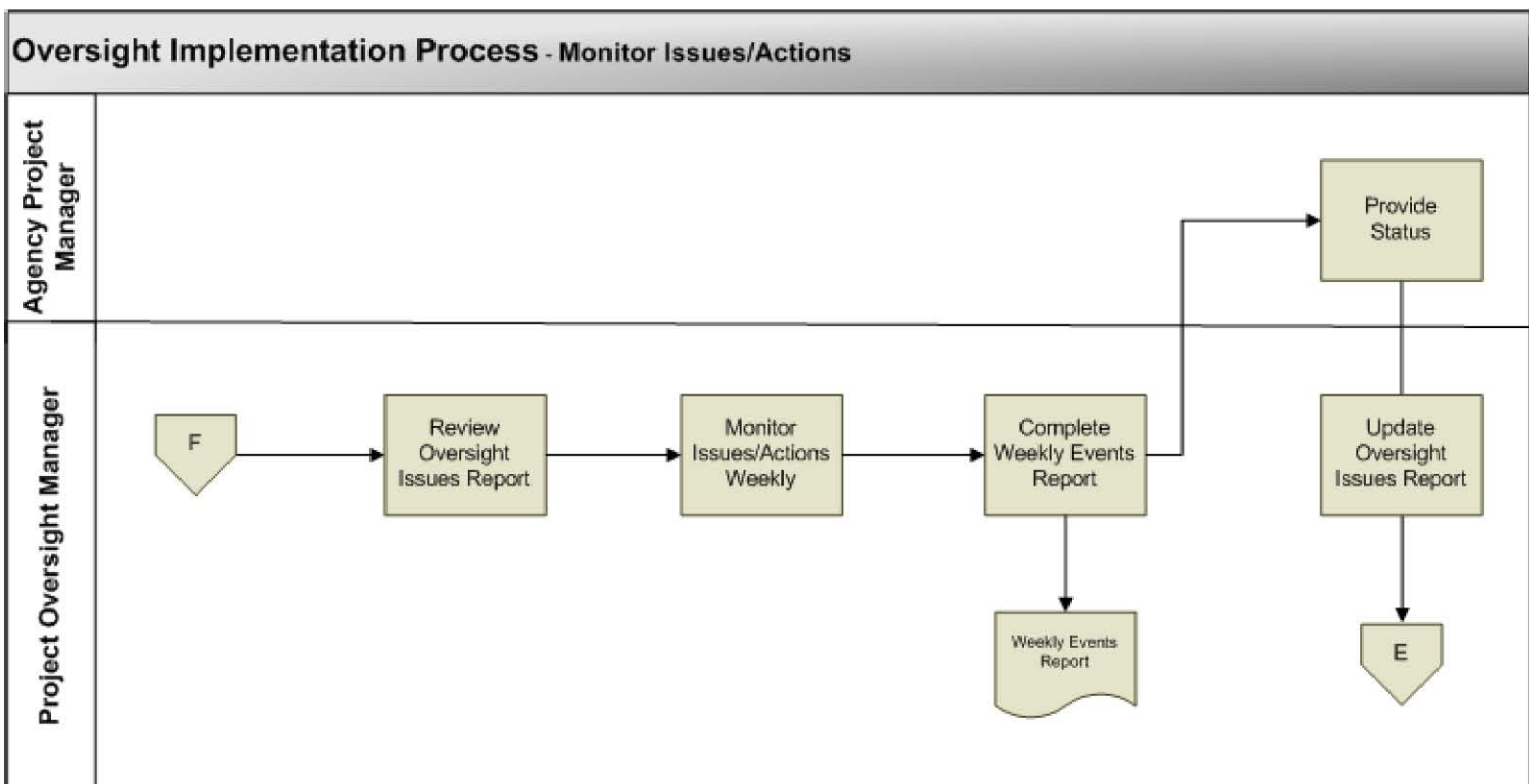
Update Oversight Issues Report – If there are concerns regarding deliverable quality, it may lead to more critical issues related to the actual process, product, or service being addressed in the deliverable. The oversight issues report (See Report Oversight Status Sub-Process) should be updated to include any new quality issues discovered during this quality review.

Report Quality Issues - Using the oversight issues report, the new quality issues are immediately reported to the Agency Project Manager. This ensures that the issues will receive attention in a timely manner and help avoid future project delays.

Address Quality Issues - The Agency Project Manager must determine how to address the issues and assign ownership to them. If the contractor is responsible for the quality issue, then it is handed over to the contractor Project Manager. The oversight issues report will be used in the future to track the quality issues and obtain status updates on their resolution.

Resolution of quality issues will result in an update to the deliverable. Once the update is complete it must go back through this review cycle to ensure the quality points have been

MONITOR ISSUES/ACTIONS



This sub-process is triggered by:

- Weekly review of all project oversight issues

While project oversight issues are reviewed on a monthly basis as part of preparation for the monthly oversight committee meetings, there are also efforts to address issues as they occur throughout the month leading up to the meetings. This is accomplished through weekly status checks, which typically entail conversations with the Agency Project Manager to gather current status and assess progress on issue resolution and major project events. The purpose for this is to actively monitor issues to ensure timely resolution and also help with early detection of new issues by monitoring major project milestones.

This sub-process addresses the activities involved in these weekly status reviews.

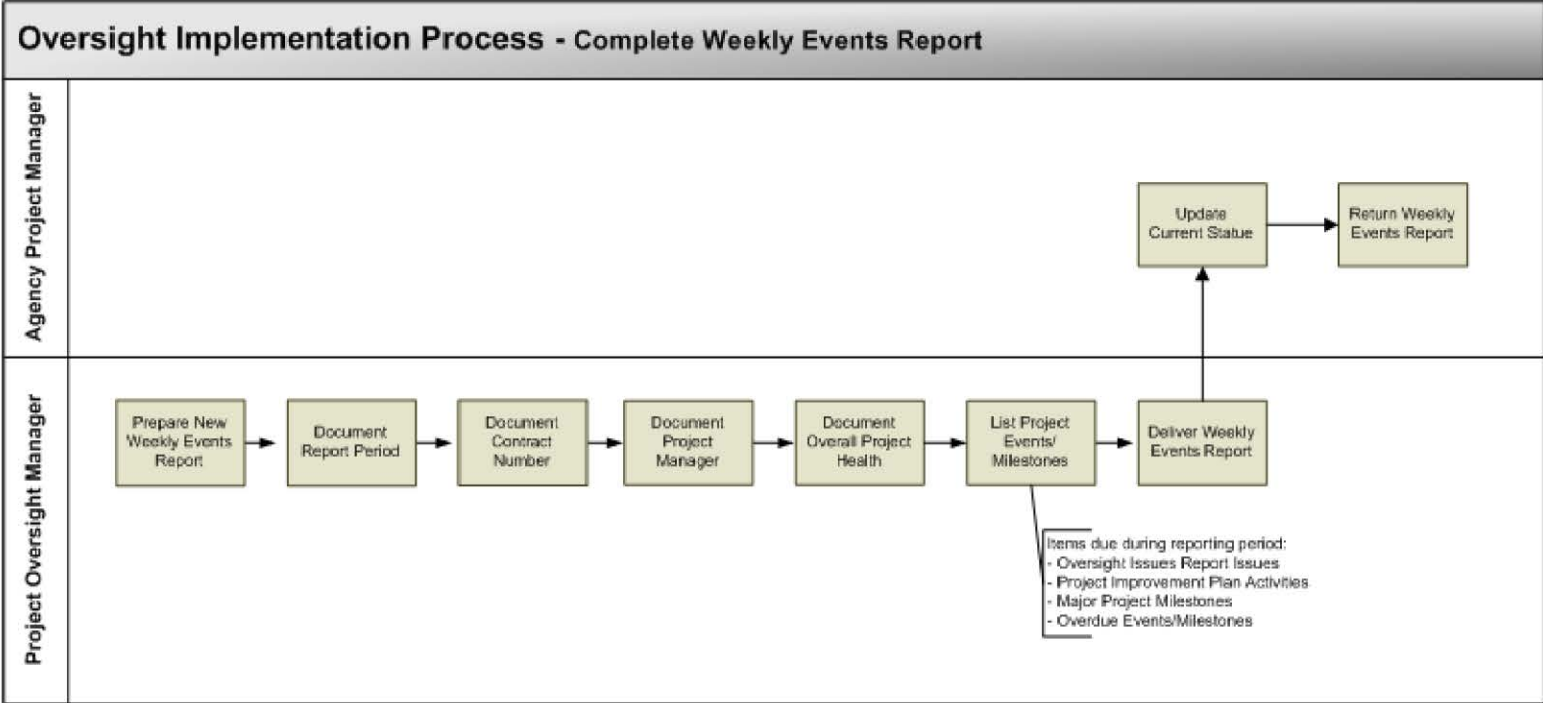
Review Oversight Status Reports – The Oversight Summary Report and Oversight Issues Report are the tools used to track issues. All project issues being tracked by the oversight processes are represented in these tools, therefore they are inspected each week for issue status reviews

Monitor Issues/Actions/Events Weekly – Through weekly contact with the Agency Project Manager, the Oversight Manager monitors the progress of addressing issues listed in the Oversight Issues Report and Project Improvement Plans. In addition, the Oversight Manager monitors the progress of major milestone activities that are to be completed within the week.

Provide Status – Upon completion of the Weekly Events Report, the Oversight Manager will contact the Agency Project Manager to obtain status of the weekly event items and any progress toward issues resolution.

Update Oversight Issues Report- If there are changes to the status of an item, this will be updated in the Oversight Issues Report. The report will be used as input to the Report Oversight Status sub-process when the monthly status review is performed.

COMPLETE WEEKLY EVENTS REPORT



The Weekly Events Report is a tool to aid the Oversight Manager in effectively monitoring and observing project activities in between monthly oversight reporting cycles. It is also an effective communications tool between the Oversight Manager and the Agency Project Manager. Together they can customize the Weekly Events Report to track and monitor those items that are most important to the success of the project. The procedures below and Weekly Events Report Example provided are the basic components proven to be an effective starting point for weekly monitoring of issues and events.

Create New Weekly Events Report – The Oversight Manager makes a copy of the report template to start a new Weekly Events Report. This is done at the start of each week leading up to the monthly oversight committee meeting. The final result of this process will be a set of Weekly Events Reports that provide the data necessary for monthly project oversight status reporting.

Document Report Period – Enter the starting and ending dates of weekly reporting period (Monday – Friday).

Document Contract Number – If applicable, enter the contract number, PAQ # or project number for the oversight services contract.

Document Project Manager – Provide the name of the Agency Project Manager who is the primary recipient of this report who will ultimately update the current status of listed events.

Document Overall Project Health – Using the R/Y/G color codes, provide an overall indication of the project's health when taking into consideration the project schedule, quality and risks. Space is also provided to give a brief narrative description of key forecasted project events or needs that influence the overall health of the project.

List Project Events/Milestones – Identify all potential events and activities that are scheduled to be completed within the reporting period. This includes issues identified in the most recent Oversight Issues Report. This also includes any major milestone events that are scheduled to occur over the course of the week particularly those that have been identified in the OPM or as critical path events.

Events listed on previous Weekly Events reports that were given a status of “Behind/Delayed” should also be included in future weekly events reports until such time as that event has been completed.

Deliver Weekly Events Report – Upon completion of the Weekly Events Report, the Oversight Manager delivers the report to the Agency Project Manager in order that status can be provided on each event listed.

Update Current Status – For each event listed on the Weekly Events Report, the Agency Project Manager should indicate one of the following status indicators:

- *Complete*: The event has already been completed.
- *On Target*: The event will be completed within the weekly period covered.
- *Behind/Delayed*: The event will not be completed within the weekly reporting period.

Return Weekly Events Report – Prior to the end of the weekly reporting period, the Agency Project Manager should return the weekly events report to the Oversight Manager with the appropriate event status indications. The Agency Project Manager may also choose to communicate additional details regarding the status of particular events.

WEEKLY EVENTS REPORT EXAMPLE

Report Overview

This example is to be used as a guide to developing the Weekly Events Report. This report is used to communicate status to the Agency Project Manager of outstanding oversight issues and significant project events that are anticipated during the course of the week the report covers.

Report Sections

The Weekly Events Report will include the following sections:

- Reporting Period
- Contract Number
- Agency Project Manager
- Project Needs Forecast
- Overall Project Health Indicator
- Project Events/Milestones
 - Related Project Artifacts
 - Event/Milestone Source Document
 - ETC
 - Current Status

Report Example

The Weekly Events Report Example provides a list of project events that are scheduled to be completed during the coming week. This list is provided as a service of the oversight function to assist forecasting the short-term project environment. This list is generated using references to the Oversight Project Model (OPM) and the Oversight Issues Report and represents a shortlist of critical events. The Oversight Manager may access ***MPOP Weekly Events Report Example.doc*** for electronic entry of the Weekly Events Report detail.

Weekly Events Report Example

Weekly Events Report

Week of: 08/04/03 – 08/08/03

Contract No.: C002024001

Agency Project Manager: Jane Doe

Below is a list of project events that are scheduled to be completed during the coming week. This list is provided as a service of the oversight function to assist forecasting the short-term project environment. This list is generated using references to the Oversight Project Model (OPM) and the Oversight Issues Report and represents a shortlist of critical events. Included is an overall needs forecast for the week with a R/Y/G indicator of overall project health. Below this is the checklist of project events that have been flagged as pertinent to this week's activities.

Project Needs Forecast

Overall Project Health Indicator

Overall the project remains in yellow status primarily due to continued design & development delays and the rescheduling of tasks based on decisions to postpone the delivery of Phase I to a date beyond the originally targeted December 2003 release. Development is critical path and many downstream project tasks cannot begin until development is complete and the Phase I product has been certified.

From an oversight perspective, it is critical that any further project analysis is expeditious. The citizens of Missouri are the ultimate beneficiaries of this system and further changes to the schedule are likely to impact the confidence of the public in receiving the promised functionality.

Project Events/Milestones	Related Project Artifacts	Event/Milestone Source	ETC	Current Status (Check one)		
				Complete	On Target	Behind/Delayed
1. Phase 1 Analysis and Design – Iteration 2	Requirements Documentation for: <ul style="list-style-type: none"> Inventory Billing 	Project Workplan	07/30/2003	X		
2. Phase 1 Development – Iteration 1	Iteration 1 delivered: <ul style="list-style-type: none"> Infrastructure Intake Processing 	Project Workplan	08/08/2003			X
3. Revision to Project Schedule and Implementation Date	Project Workplan and resource loading	Oversight Issue 0801-01	08/08/2003		X	

Report Detail

Section I – Report Information

This section provides general report information

- *Report Title:* Provides the title of the document – “Weekly Events Report”.
- *Reporting Period:* Provides the dates of the week for which the report data covers.

Section II – Project Needs Forecast

This section provides a high-level summary of the project needs and current project condition as derived from events that are scheduled over the course of the week covered by the report.

- *Overall Project Health Indicator:* Provides a general R/Y/G indicator of the current health of the project when considering budget, schedule and quality.

Section III – Project Events

This section provides the checklist of project events that have been flagged as pertinent to this week’s activities. Each event includes the following key information:

- *Project Event/Milestone:* Name of the project event or milestone as listed in the OPM or Oversight Issues Report.
- *Related Project Artifacts:* Lists any deliverables or tangible activities that are expected as a result of completing the event.
- *Event/Milestone Source:* Name of the source document where the event originated. This is commonly a specific issue number from the most recent Oversight Issues Report, a line item from the OPM, or a milestone listed in the master project workplan.
- *ETC:* Provides the original or target ETC for when the event is supposed to be concluded.

Section IV – Current Status

This section is reserved for the Agency Project Manager to simply check the appropriate status of the event. The available status indicators are:

- *Complete:* The event has already been completed.
- *On Target:* The event will be completed within the weekly period covered.
- *Behind/Delayed:* The event will not be completed within the weekly reporting period.

CHAPTER 4: OVERSIGHT CLOSEOUT PROCESS

This chapter provides a description of all processes, templates and report examples that are part of the Oversight Closeout Process. This process is a precursor to the proposed Oversight Vitality Process.

OVERVIEW

The Closeout process includes all activities that come after the final system implementation and completion of the project. The intent of this process is to provide a means to learn from past experience and promote process improvement. This critical element of the project oversight methodology is comprised of the following sub-processes:

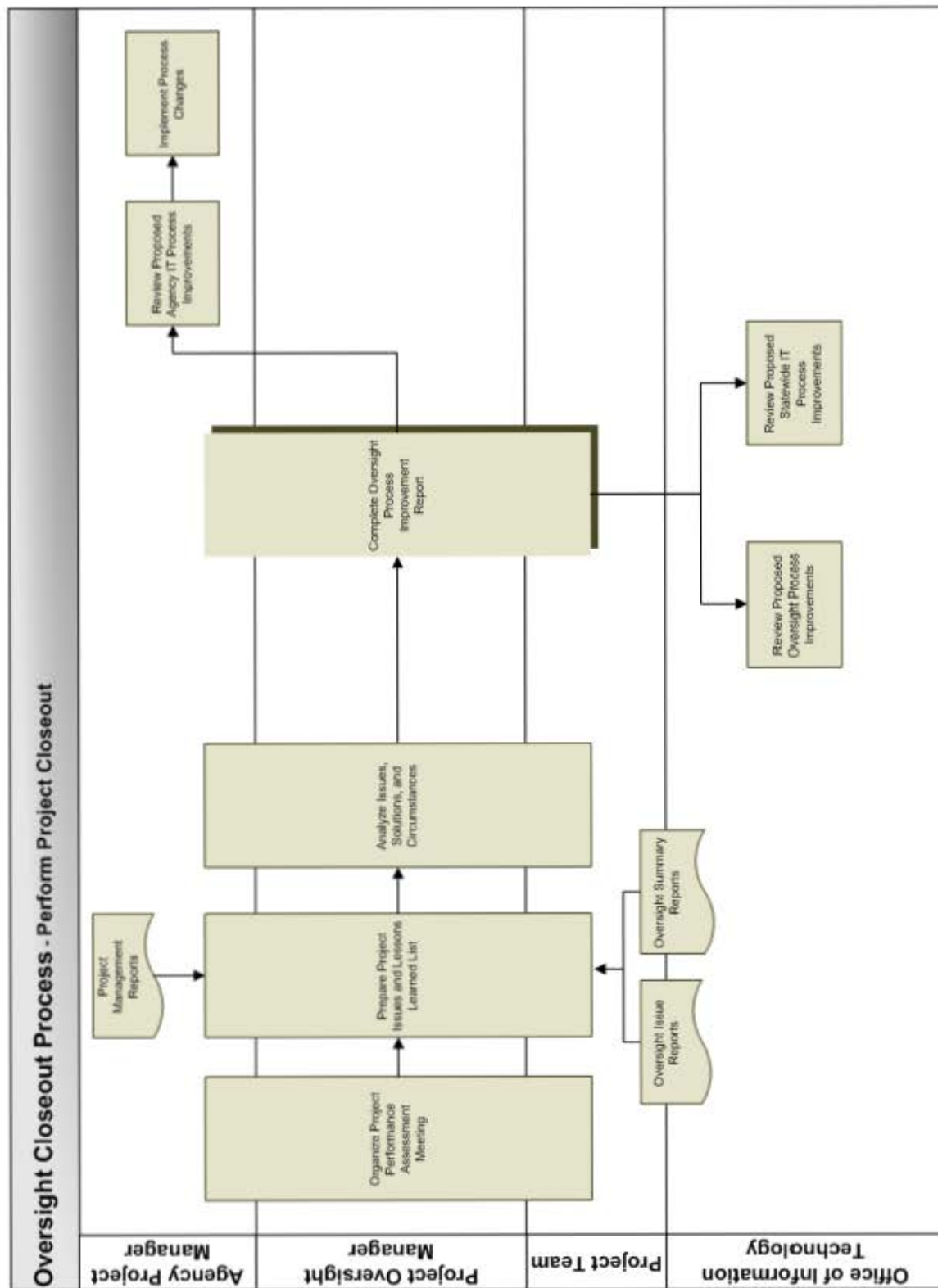
- Perform Project Closeout
- Complete Process Improvement Report
- Deliver Project Artifacts

SUB-PROCESSES, TEMPLATES AND REPORT EXAMPLES

Each sub-process follows the same format:

- Process Model
- Process Detail
- Template/Report Examples (if applicable)
 - Overview
 - Sections
 - Sample Template Form
 - Template Detail

PERFORM PROJECT CLOSEOUT



This sub-process is triggered by:

- Completion of the Project

This sub-process will be performed after completion of the project. It involves the assessment of the project, the manner in which it was executed, the successes and failures and the lessons learned. The intent is to define an oversight process by which the agency, the oversight program and other statewide IT programs can continually be improved.

Organize Project Performance Assessment Meeting – The Agency Project Manager and the Oversight Manager will organize a Project Performance Assessment Meeting in which they attend along with key members of the project team and any interested project stakeholders. The purpose of this meeting is to drive out proposed process improvements that will result in an increase of quality IT projects.

Prepare Project Issues and Lessons Learned List – This meeting will involve the discussion of issues and lessons learned from the lifecycle of the project. These issues are found in project management status reports, the Oversight Summary Reports and Oversight Issues Reports, contractor status reports, etc. Assembling a list of issues will help to facilitate the meeting and encourage discussion. Once the raw list is assembled it is prioritized in the order of issues with the highest to lowest risk. This will ensure discussion of the more important issues that provide the greatest potential for process improvement.

Analyze Issues, Solutions, and Circumstances – The Oversight Manager or Agency Project Manager facilitates the meeting by presenting past issues one by one. Project and project team performance will be critiqued for each issue. The issue, its circumstances, and its actual solution and alternative solutions will be discussed to try and reach an agreement on the optimal solution. The result will be a set of potential IT process improvements for the agency, the oversight program, and/or other statewide IT programs.

Complete Oversight Process Improvement Report – Using this report template as a guide, the Oversight Manager can generate the Oversight Process Improvement Report.

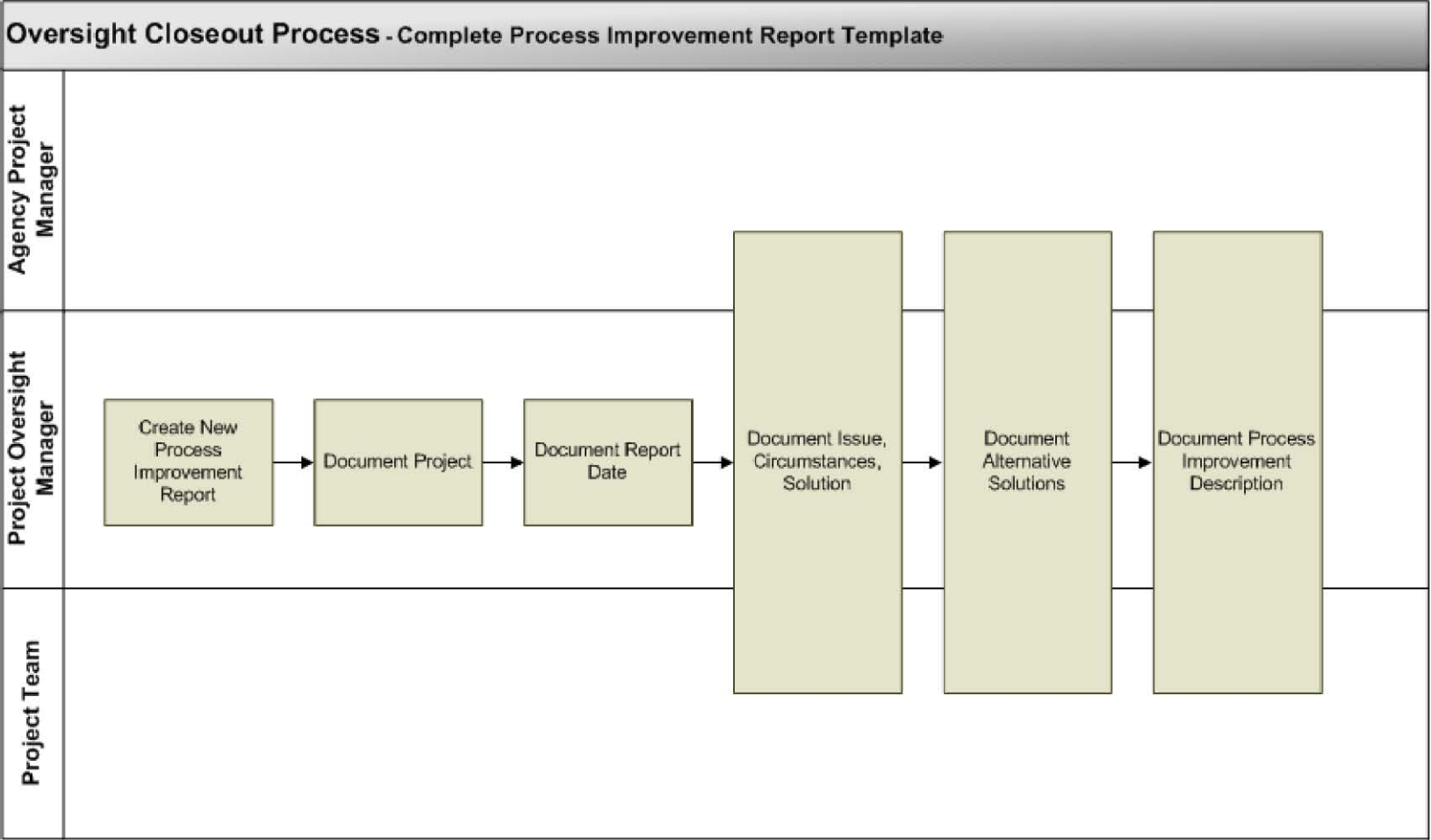
Review Proposed Agency IT Process Improvements – The agency IT management team reviews the proposed IT process improvements presented in the Oversight Process Improvement Report. If the proposals appear to fit well within the current organizations processes, and it offers clearly identifiable benefits, then the agency can take steps to have it implemented.

Review Proposed Oversight Process Improvements - The OIT Project Oversight Coordinator reviews the proposed oversight process improvements presented in the Oversight Process Improvement Report. If the proposals appear to fit well within the current processes, and it offers clearly identifiable benefits, then the proposal should be considered for further discussion in the MPOP Vitality Process.

Review Proposed Statewide IT Process Improvements - The various statewide IT programs have all defined a set of processes and procedures. The sub-committees that oversee these programs review the proposed IT process improvements presented in the Oversight Process Improvement Report. If the proposals appear to fit well within the current processes, and it offers clearly identifiable benefits, then the sub-committee can take steps to have it implemented into the program.

Implement Process Changes – The agencies and sub-committees decide whether or not to implement process improvement changes. If a change is accepted, they are documented in the program manuals, reviewed and approved by the sub-committees.

COMPLETE PROCESS IMPROVEMENT REPORT TEMPLATE



The Process Improvement Report Template provides a means of collecting and reporting potential process improvements for the agency, the oversight program, and other statewide IT programs. Using the Process Improvement Report Template as a guide will help ensure that all important elements of the report are documented. The following process steps must be followed to aid in this documentation:

Create New Process Improvement Report – The Oversight Manager makes a copy of the report template to start a new Process Improvement Report. This is done for each potential process improvement. The final result of this process will be a set of Process Improvement Reports each describing one area of improvement.

Document Project – Enter the name of the project from which the process improvement was derived.

Document Report Date – Enter the date of report preparation.

Document Issue, Circumstances, and Solution – Provide a description of the issue, circumstances surrounding the issue, and a description of the actual solution that was implemented as part of the project.

Document Alternative Solutions – By opening up discussion on these topic areas, alternative solutions will potentially be driven out. These solutions may, in turn, drive out process improvements or alternative ways to address the same problem in the future.

Document Process Improvement Description – Identify all potential process improvement areas for the agency IT processes, the oversight program, and the other statewide IT programs. Describe the process that may need improvement and how the proposed improvement may be implemented.

Perform Process Improvement Report Review – the agency, oversight sub-committee, or IT program sub-committee review the Process Improvement Plan to either approve or reject the process change.

Document Review Date and Approval Date – Enter the date of the Process Improvement Report review. If the process improvement is accepted, enter the date of the process improvement approval.

PROCESS IMPROVEMENT REPORT TEMPLATE

Template Overview

This template guides the process of collecting IT process improvements for the agency, oversight sub-committee, and other IT program sub-committees. This report will also be used to report the proposed improvements.

Template Sections

The Process Improvement Report Template will include the following sections:

- Report Information
- Issue, Circumstances, Solution
- Alternative Solutions
- Process Improvement Description
- Dates

Template Form Sample

The Process Improvement Report Template provides a vehicle for documenting the Process Improvement Report details in an electronic format. The visual representation of the Process Improvement Report Template, provided here, is followed by the detailed description of its contents. The Oversight Manager may access ***MPOP Process Improvement Report Template.dot*** for electronic entry of the Process Improvement Report detail.

Process Improvement Report

PROJECT NAME	
ISSUE, CIRCUMSTANCES, SOLUTION	
ALTERNATIVE SOLUTIONS	
PROCESS IMPROVEMENT DESCRIPTION	
REVIEW DATE	APPROVAL DATE

Template Detail

Section I – Report Information

This section provides general report information

- *Project:* Provides the name of the project from which the process improvement was derived.
- *Date:* Provides the date of report preparation.

Section II – Issue, Circumstances, Solution

This section provides information about a project issue, the circumstances surrounding that issue and the actual solution implemented during the project execution.

Section III – Alternative Solutions

This section provides information about alternative solutions that were recorded during the discussion of the above issue and solution.

Section IV – Process Improvement Description

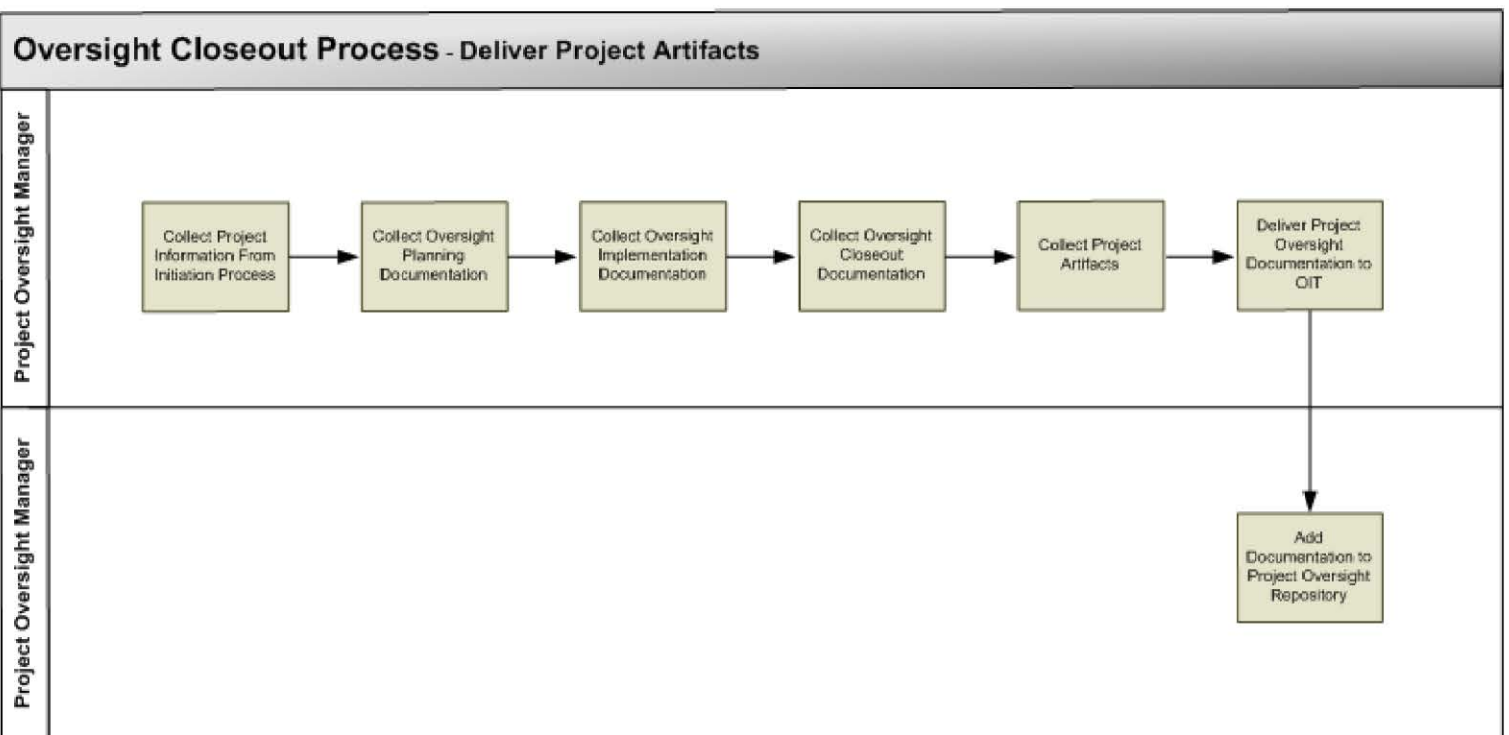
This section provides a description of the proposed process improvement.

Section II – Dates

This section provides dates pertaining to the Process Improvement Report review

- *Review Date:* Date of the review
- *Approval Date:* Date of process improvement approval

DELIVER PROJECT ARTIFACTS



This sub-process is the final procedure in the Oversight Closeout Process. The purpose of this sub-process is to collect information/documentation delivered to and produced by the Oversight Manager, and deliver it to a historical repository within the Office of Information Technology.

Collect Project Information From Initiation Process – The Oversight Manager collects all of the information identified during the Analyze Project Information sub-process during the Initiation Phase. This may include RFPs, Contracts, Contract Amendments, Product information, etc.

Collect Oversight Planning Documentation – The Oversight Manager collects all information produced during the Oversight Planning Process. This includes the Oversight Plan, Oversight Strategy Template, the various versions of the OPM, the Implementation and Closeout Estimation Worksheet and any other oversight planning documents that might have been produced for a specific project need.

Collect Oversight Implementation Documentation – The Oversight Manager collects all information produced during the Oversight Implementation Process. This includes Oversight Issue Reports, Project Improvement plans, Oversight Summary Reports, Oversight Rollup Reports, and Weekly Event Reports.

Collect Oversight Closeout Documentation – The Oversight Manager collects all information produced during the Oversight Closeout Process. This essentially includes process improvements for the agency processes and the oversight processes.

Collect Project Artifacts – The Oversight Manager collects artifacts produced during the lifecycle of the project. This includes management plans, technical plans, deliverables, etc. Prior to submission to the OIT project oversight repository, the Oversight Manager should clear all project specific documents with the Agency Project Manager as there may be occurrences of sensitive data contained in project documentation not appropriate for statewide distribution.

Deliver Project Oversight Documentation to OIT – The Oversight Manager delivers the documentation collected in the previous steps to the Oversight Coordinator in the Office of Information Technology.

Add Documentation to Project Oversight Repository – The oversight coordinator collects all documentation delivered by the Oversight Manager and stores it in a historical project repository. The directory of the repository is organized in the following logical structure:

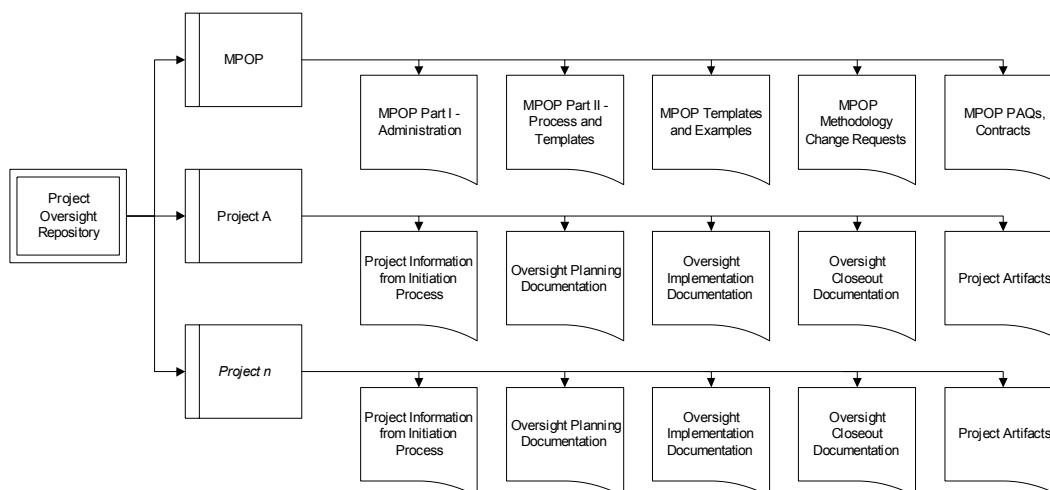


Figure 3. Project Oversight Repository File Structure

CHAPTER 5: OVERSIGHT VITALITY PROCESS

This chapter provides a description of all processes, templates and report examples that are part of the Oversight Vitality Process. This is a continuous improvement process required to implement the findings and recommendations identified in the Oversight Closeout Process improvement plans to ensure the continued viability of the oversight program.

OVERVIEW

Vitality is the process that ensures that the MPOP processes, templates and tools remain current and accurate through an annually scheduled revision of the oversight methodology. This is a major element of the overall MPOP methodology.

To maintain the focus of the Missouri Project Oversight Program regular collaboration and communications between all Project Oversight Managers and the OIT Oversight Coordinator is necessary to review and document any potential changes to the MPOP. The Oversight Vitality Process ensures the actual implementation of process improvements through their inclusion in an annual update of the MPOP.

The Oversight Vitality sub-processes include:

- Conduct Periodic Oversight Improvement Sessions
- Perform Annual MPOP Update

SUB-PROCESSES & TEMPLATES

Each of the sub-processes follows the same format:

Sub-Process

Process Model

Process Detail

Template (if applicable)

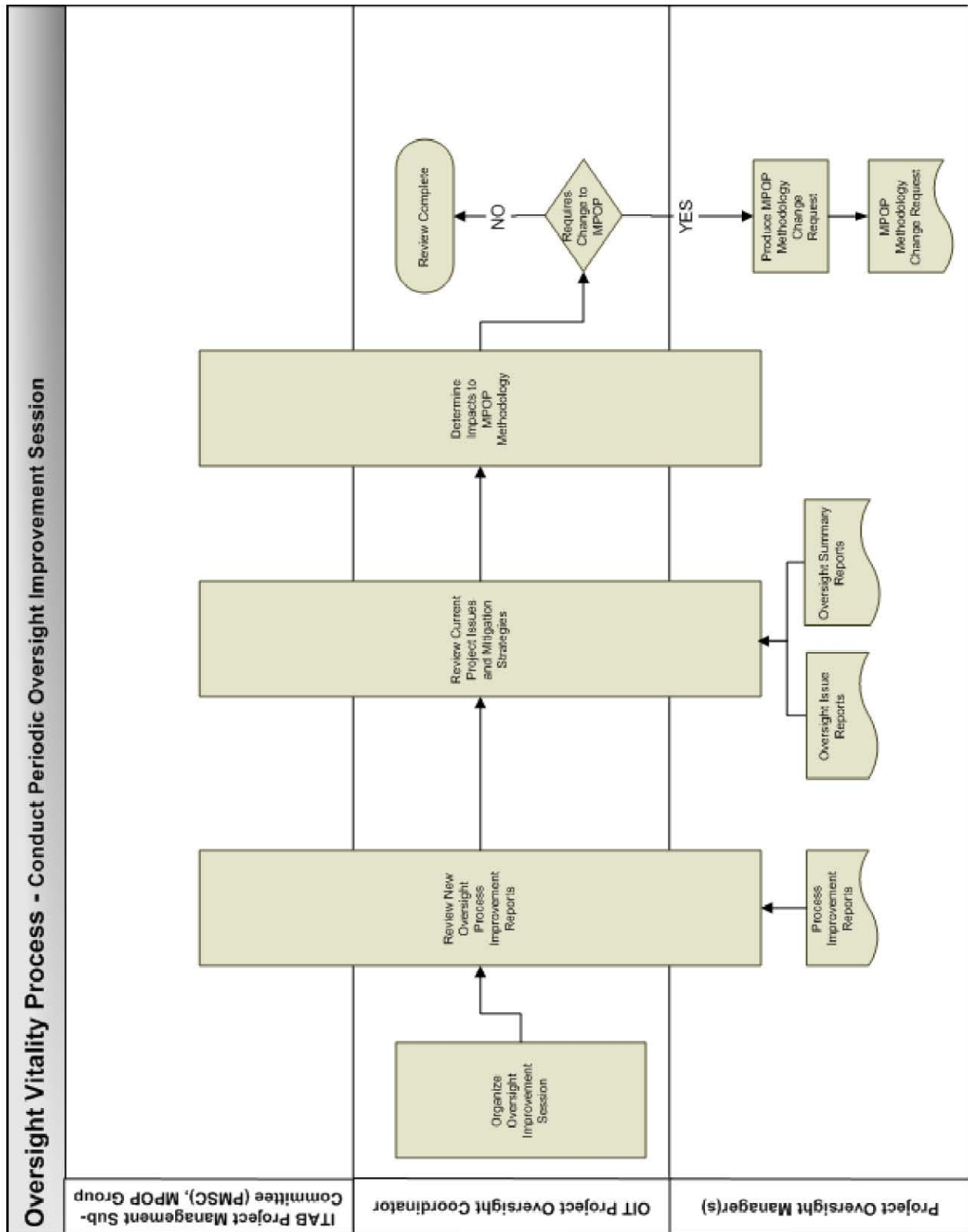
Overview

Sections

Sample Template Form

Template Detail

CONDUCT PERIODIC OVERSIGHT IMPROVEMENT SESSIONS



This sub-process is triggered by:

- The OIT Project Oversight Coordinator scheduling an oversight improvement session with all Project Oversight Managers, and the MPOP working group of the ITAB Project Management Sub-Committee (PMSC).

In addition to ongoing project-related Project Oversight efforts, conducting periodic oversight improvement sessions helps establish and maintain a process for making changes to the MPOP methodology. As each active oversight engagement addresses new issues and as process improvement reports are delivered upon project closeouts, the MPOP methodology needs to undergo a regular review process.

The objective of each scheduled review session is to promote oversight process improvements, and increase oversight process maturity. The MPOP processes are implemented and executed by each of the Oversight Project Managers; their involvement in a collaborative forum, set up to share best practices and lessons-learned, is essential to successfully maturing the MPOP.

Organized by the OIT Project Oversight Coordinator, the monthly Oversight Improvement Sessions are designed to be an open and honest discussion of how well the entire oversight processes operates. This can include discussing the agreed nature and intent of the current processes as well as collective agreement of changes that need to be made to improve the process. Such a forum enables discussion, review and documentation of necessary MPOP changes to take place simultaneously.

The regularity of Oversight Improvement Sessions will largely be dependent upon the number of active oversight engagements; the more projects that are engaged in oversight, the more frequent process improvement sessions are likely to occur. These sessions will also occur upon the completion of the project closeout process for a given engagement as process improvement and closeout reporting is delivered to OIT. Meetings may also be initiated as the result of major milestone achievements or issues that have occurred on an individual engagement that should be collectively addressed in an oversight improvement session.

Organize Oversight Improvement Sessions – The OIT Project Oversight Coordinator will arrange a date, time and facility for each oversight improvement session. The goal of the meeting is to discuss ways to mature the MPOP focusing on process improvements. To ensure that potential changes do not create adverse impacts in the implementation of project oversight, participation from all Oversight Project Managers is mandatory. Representation is also needed by the ITAB Project Management Sub-Committee (PMSC) MPOP working group.

Review New Oversight Process Improvement Reports – Produced upon the completion of an oversight engagement, a process improvement report captures an assessment of how oversight was executed, the success and failures and lessons learned. The oversight improvement session participants will focus their review efforts on any proposed MPOP process improvements. All Oversight Project Managers should be prepared to discuss how proposed changes could impact the implementation of project oversight on their existing engagements.

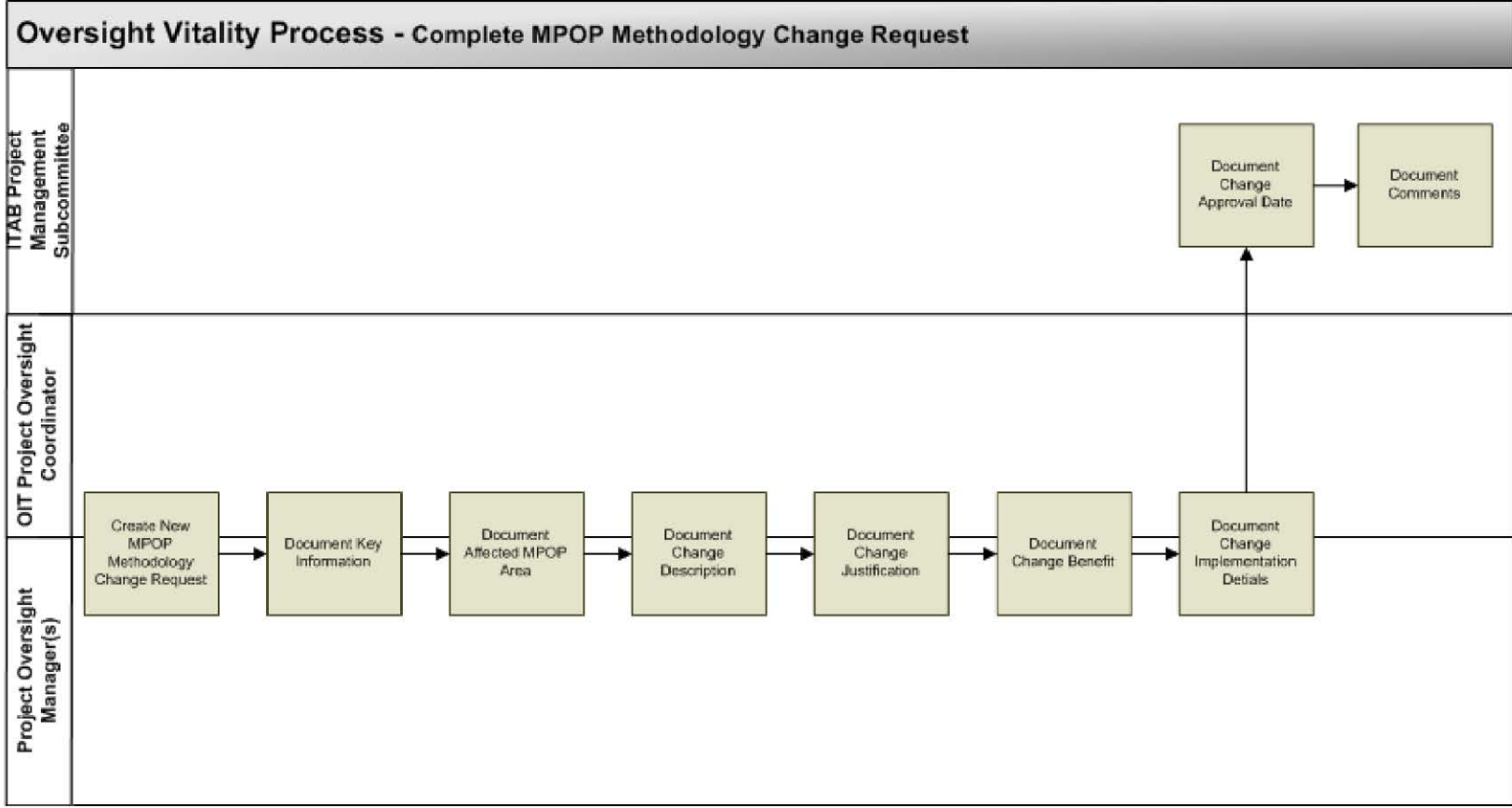
Review Current Project Issues and Mitigation Strategies – Project Oversight situations may arise from time to time that have the potential to influence changes to MPOP processes. Many of these arise from key project issues and mitigation strategies that change the way project oversight is being implemented. This forum provides the Oversight Project Managers an opportunity to take an honest look at the day-to-

day oversight processes, document bottlenecks, pain points, and process issues. It also allows for comments and suggestions from the MPOP working group of the ITAB Project Management Sub-Committee (PMSC).

Determine Impacts to MPOP Methodology – Before a change to the MPOP can be made, the overall impact of any proposed change must be determined. Collectively, the session participants must establish, through objective evidence, that a process improvement will consistently produce a result that is superior to what is produced using existing processes. No change should be recommended to any MPOP processes, templates or reports without concurrence between Project Oversight Managers, the OIT Project Oversight Coordinator and the approval from the MPOP working group.

Produce MPOP Methodology Change Request – Agreed upon changes to MPOP processes and tools must be documented via a MPOP Methodology Change Request. This form captures the change description, rationale, and details regarding any affected procedures and templates. The MPOP Methodology Change Request template eliminates the guesswork when it comes to making annual changes to the MPOP by documenting the lifecycle of a change from inception through review and implementation.

COMPLETE MPOP METHODOLOGY CHANGE REQUEST



The MPOP Methodology Change Request Template provides a means of collecting and tracking needed changes to the MPOP program, methodology, templates and tools. Using the MPOP Methodology Change Request Template as a guide will help ensure that all important elements of the report are documented. The following process steps must be followed to aid in this documentation:

Create New MPOP Methodology Change Request – The OIT Oversight Coordinator and Oversight Managers make a copy of the report template to start a new MPOP Methodology Change Request. This is done for each change determined in the Periodic Oversight Improvement Sessions. The final result of this process will be a set of MPOP Methodology Change Requests to be considered for implementation in the annual MPOP methodology update.

Document Key Information – The following key information is collected related to the source of the change request:

- *MPOP Manual Version*: This is an indication of the version of the MPOP Manual for which a change is being requested.
- *Originating Oversight Project*: This is an indication of the project where the needed change was discovered.
- *Originating Oversight Project Manager*: This is an indication of the Oversight Project Manager who originally indicated the need for the change.
- *Change Request Date*: This is the date when the MPOP Methodology Change Request was created.

Document Affected MOP Areas – Provides the location within the MPOP processes, templates and tools where the change is needed. This includes identification of the manual section (Part I or Part II), the specific chapter, process, sub-process, template or report.

Document Change Description – Provide a detailed description of the change. This includes specifics regarding process, narrative, template, or report enhancements.

Document Change Justification – Provide a detailed description of the circumstances surrounding the change. This includes details regarding the impacts of the change as well as providing validated examples that justify the change. The Change Justification section documents the details of “why” the change is needed; what evidence exists that indicates the current process needs to be changed; what are the current issues, bottlenecks, and pain points with the existing process.

Document Change Benefits – Provide the overarching benefits of implementing the approved change and why it should be included in a future revision of the MPOP. These benefits should be mutually felt among all Oversight Project Managers and should reflect the expected MPOP functionality improvement resulting from implementation of the change.

Document Change Implementation Details – Provides the baseline details of how the approved change should be implemented. This information can be thought of as the high-level design details of how the MPOP should be changed including items such as sample narrative or updated process descriptions.

Document Change Approval Date – Reserved for the ITAB Project Oversight sub-committee, this section indicates the date when the proposed change was discussed by the appropriate State of Missouri IT leaders and determined appropriate for inclusion in the next annual MPOP update.

Document Comments – Reserved for the ITAB Project Oversight sub-committee, this section provides for the capture of remarks, notes or annotations to the change request as discussed by the sub-committee.

MPOP METHODOLOGY CHANGE REQUEST TEMPLATE

Template Overview

This template guides the process of collecting information related to approved changes to MPOP processes, tools and methodology. This form captures the details behind an approved change, rationale as to how future oversight implementations will benefit from the change, as well as general guidance as to how the change is to be implemented. By completing a MPOP Methodology Change Request template for each approved change, the OIT Oversight Program Coordinator can catalog changes in preparation for an annual update to the MPOP.

Template Sections

The MPOP Methodology Change Request Template will include the following sections:

- MPOP Manual Version
- Originating Oversight Project
- Originating Oversight Manager
- Change Approval Date
- Affected MPOP Area Identification
 - Manual Section
 - Chapter
 - Process
 - Sub-Process
 - Template or Report
- Change Description
- Change Justification
- Change Benefit
- Change Implementation Details
- Target Implementation Date

Template Form Sample

The MPOP Methodology Change Request Template provides a vehicle for documenting the details of approved changes and/or additions to the MPOP in an electronic format. The visual representation of the MPOP Methodology Change Request Template, provided here, is followed by the detailed description of its contents. Oversight Project Managers and the OIT Project Oversight Coordinator may access ***MPOP Methodology Change Request Template.dot*** for electronic entry of the change request template.

MPOP METHODOLOGY CHANGE REQUEST

MPOP MANUAL VERSION		
ORIGINATING OVERSIGHT PROJECT		
ORIGINATING OVERSIGHT MANAGER		
CHANGE REQUEST DATE		
AFFECTED MPOP AREA IDENTIFICATION		
Manual Section	<input type="checkbox"/> PART I – Administration <input type="checkbox"/> PART II – Processes, Templates	
Chapter		
Process		
Sub-Process		
Template or Report		
CHANGE DESCRIPTION		
CHANGE JUSTIFICATION		
CHANGE BENEFIT		
CHANGE IMPLEMENTATION DETAILS		
CHANGE APPROVAL DATE		
COMMENTS		

Template Detail

Section I – MPOP Manual Version

Provides the version of the MPOP Manual for which a change is being requested.

Section II – Originating Oversight Project

Provides the name of the project from which the change request was derived. The project name may come from the details of a Process Improvement Report or directly from the Oversight Project Manager initiating the change.

Section III – Originating Oversight Manager

Provides the name of the Oversight Project Manager that was responsible for the project listed in Section II. This Oversight Project Manager is the individual responsible for identifying the necessary change or enhancement to the MPOP.

Section IV – Change Request Date

Provides the date on which the oversight process improvement was discussed and agreed upon. This date should reflect the date the oversight improvement session was conducted in which this change was documented for inclusion in future MPOP update.

Section V – Affected MPOP Area Identification

This section provides the general location of where the change is to be applied.

- *Manual Section:* General indication of the major manual components impacted. This includes Part I – Project Oversight Administration and/or Part II – Processes, Templates and Reports.
- *Chapter:* Indicates the chapter reference(s) for the approved change.
- *Process:* Name of any process(s) where the change is to be implemented.
- *Sub-Process:* Name of any sub-process(s) where the change is to be implemented.
- *Template or Report:* Name of any templates or reports impacted by the change.

Section VI – Improvement Description

This section provides a detailed description of the approved MPOP change. This includes specifics regarding process, narrative, template, or report enhancements.

Section VII – Change Justification

This section provides the justification or rationale for the approved change. This includes details regarding the impacts of the change as well as providing validated examples that justify the change.

Section VIII – Change Benefit

This section provides the overarching benefits of implementing the approved change and why it should be included in a future revision of the MPOP.

Section IX – Change Implementation Details

This section provides the baseline details for how the approved change should be implemented.

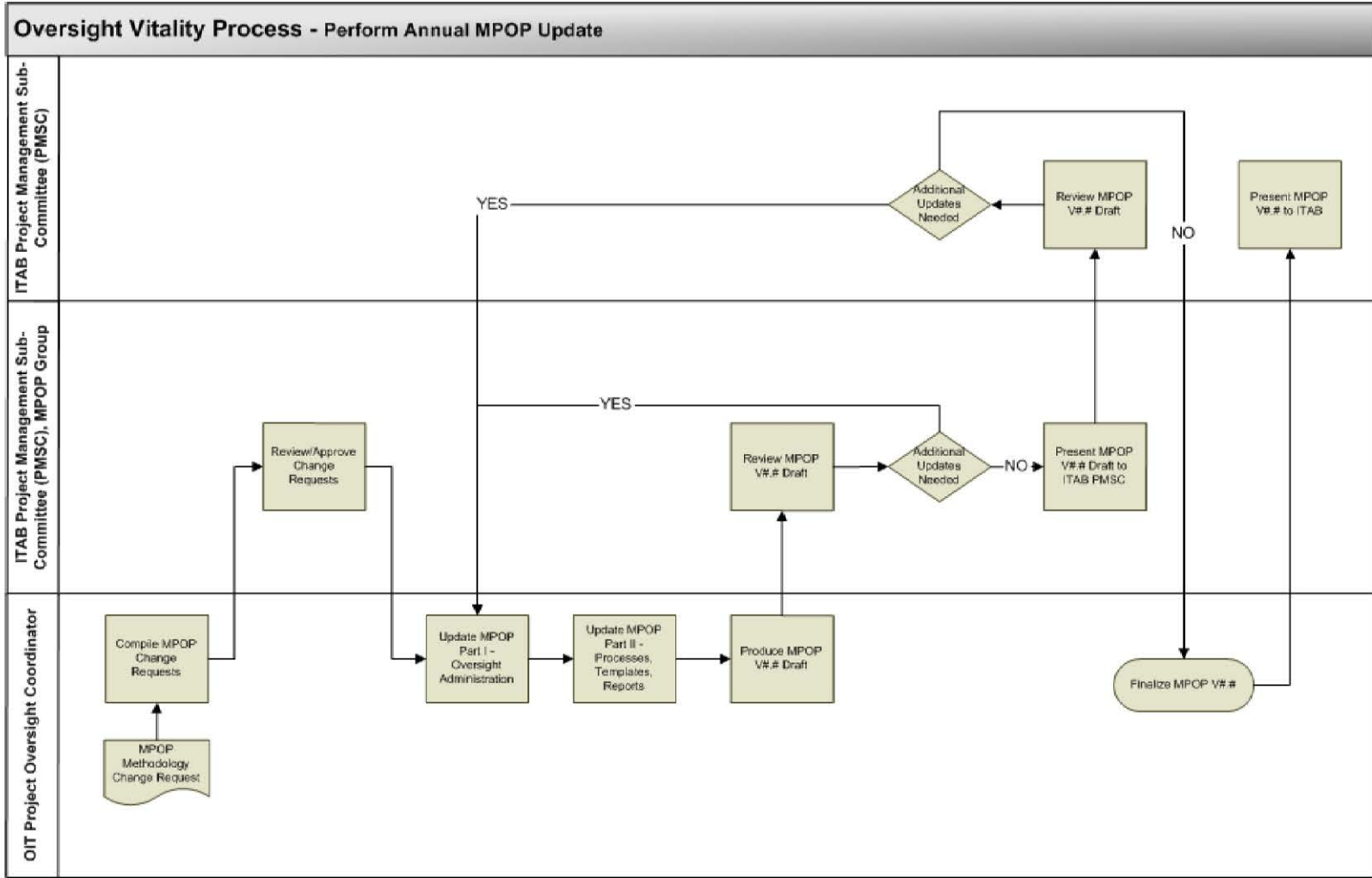
Section X – Change Approval Date

Reserved for the ITAB Project Oversight sub-committee, this section indicates the date when the proposed change was discussed by the appropriate State of Missouri IT leaders and determined appropriate for inclusion in the next annual MPOP update.

Section XI – Comments

Reserved for the ITAB Project Oversight sub-committee, this section provides for the capture of any remarks, notes or annotations to the change request as discussed by the ITAB sub-committee.

PERFORM ANNUAL MPOP UPDATE



This sub-process is triggered by:

- The initiation of an annual MPOP revision cycle by the OIT Project Oversight Coordinator

This sub-process assumes the occurrence of oversight methodology improvement sessions has routinely occurred between the OIT Project Oversight Coordinator and the Project Oversight Managers. It also assumes that these sessions have produced an inventory of MPOP Methodology Change Requests proposed to be implemented as an outcome of the monthly meetings. As the MPOP methodology owner, the OIT Project Oversight Coordinator initiates this process by collecting all MPOP Methodology Change Requests that have been generated since the last MPOP revision.

Compile MPOP Change Requests – The OIT Project Oversight Coordinator begins this sub-process by assembling a package of all the approved change requests that have been formed since the last MPOP revision. Each of these requests should indicate the current active MPOP version as the source manual requiring a change.

This compilation process can also include MPOP methodology changes as a result of influences external to the oversight program. Changes to other OIT sponsored programs, political or administrative changes, as well as changes to the business operations of the State of Missouri could influence MPOP manual changes.

Also included in this compilation process is a brief analysis of all the past years packaged changes. If necessary, the OIT Project Oversight Coordinator can use the change request reference information to solicit additional clarification of a particular change and to verify the current validity of the change.

Review/Approve Change Requests – Once all changes are gathered and the OIT Project Oversight Coordinator has a packaged scope for the MPOP update, the collection of change requests is delivered to the MPOP working group of the ITAB Project Oversight sub-committee for review and approval. The sub-committee assessment of each change request should consider any impacts or risks that the change may have on other ITAB sponsored programs particularly those being implemented by the Project Management Standing Committee.

For all approved changes, the MPOP working group should complete the MPOP Methodology Change Request by entering the date of approval along with any comments, notes or annotations to the proposed change. Should a change be rejected, the reasons for refusal should be captured in the comments. After the sub-committee has reviewed, approved and/or rejected each change request, the package is returned to the OIT Project Oversight Coordinator in order that changes to the MPOP manual can begin.

Update MPOP Part I-Oversight Administration – Changes that affect the administrative and operational aspects of the MPOP methodology are central to any updates captured in MPOP Part I. This includes changes to oversight terms and definitions, oversight program relationships and governance framework, as well as broad changes to the overall methodology.

Update MPOP Part II-Processes, Templates, Reports – Changes that affect the documented processes, procedures, templates, reports and tools of the MPOP methodology are central to any updates captured in MPOP Part II. This includes changes to any project oversight processes including oversight initiation, planning, implementation, closeout and vitality.

Note: When performing updates to both Part I and Part II it is important to identify MPOP changes that impact both Parts I and Parts II of the manual. Changes to definitions, governance structure and the

general methodology in Part I may directly impact the processes and tools in Part II. The reverse is also true, changes to the processes, templates and reports in Part II can effect the overall definition of the methodology as captured in Part I.

Produce MPOP V#.# Draft – As the owner of the MPOP documentation, the OIT oversight coordination staff is responsible to make sure changes are correctly incorporated into a draft of the MPOP manual. The execution of this update can be performed directly by OIT, through coordinated efforts with the Oversight Project Managers or through a third party. The exact means by how approved changes are incorporated into a MPOP version update is at the discretion of OIT and the Oversight Program Coordinator.

Review MPOP V#.# Draft – Once the new draft of the MPOP methodology Parts I and II has been completed, it is presented to the MPOP working group of the ITAB Project Management Subcommittee for review and approval. If the changes are satisfactory, a final review is conducted by the entire ITAB Project Oversight Subcommittee. The Project Oversight Subcommittee is responsible for review and final feedback relating to updates to the MPOP methodology.

Finalize MPOP V#.# – Upon final review and authorization by the ITAB Project Management Subcommittee, the OIT Project Oversight Coordinator will release an updated version of the MPOP manual.

Present MPOP V#.# to ITAB – Once available, the Project Management Subcommittee will formally present the MPOP V#.# to the ITAB for formal adoption. The manual will be published and distributed to the members of ITAB and each of the engagement Project Managers utilizing the Project Oversight service. Project Oversight Managers will also receive copies of the new version and will incorporate the methodology changes into both current and future oversight engagements.

APPENDIX A: BASELINE OVERSIGHT MODEL

This appendix provides the Baseline Oversight Model used in the development of the final Oversight Project Model. This model provides a core set of artifacts/deliverables that might be expected on an IT project. Since all projects are unique there will most likely be a unique set of artifacts/deliverables for each project. Using this model as a checklist, the Project Manager and Oversight Manager can determine the complete set of artifacts/deliverables for a project.

Oversight issues Report Example

ARTIFACTS/DELIVERABLES		WHEN TO APPLY	
Project Management Products/Services			
Project Planning Components			
Project Management Plan	✓	Always	
Master Project Workplan	✓	Always	
Project Control/Scope Document	✓	Always	
Communications Management Component			
Communications Plan	✓	Always	
Project Status Reports	✓	Always	
Project Management Meetings	✓	Always	
Project Website/Collaboration Tool	✓	Conditional	
Risk Management			
Risk Management/Mitigation Plan	✓	Always	
Top ## Risk List	✓	Always	
Risk Issues/Mitigation Reports	✓	Always	
Critical Success Factors	✓	Always	
Change/Scope Management			
Change/Scope Management Plan	✓	Always	
Change Tracking Form/Tool/System	✓	Conditional	
Document Management/Version Control			
Document Management/Version Control/Configuration Management Plan	✓	Always	
Documents and Deliverables List	✓	Always	
Contract Management			
PAQ and Contract Artifacts	✓	Always	
Legislation	✓	Conditional	
Organization & Management Directives	✓	Conditional	
Policy, Guidelines, and Standards Documents	✓	Conditional	
Budget Management			
Payment Milestones/Schedule	✓	Always	
Budget and Cost Constraints List	✓	Always	
Resource Management			
Resource Management Plan	✓	Conditional	
Project Organization Chart	✓	Always	
Project Roles and Responsibilities	✓	Always	

ARTIFACTS/DELIVERABLES		WHEN TO APPLY	
System Analysis Products/Services			
Requirements Management			
Subject Matter or Functional Expert List	✓	Conditional	
Focus Group/JAD Sessions	✓	Conditional	
Business Models (Rules, Processes) or Use Cases (Actors and Actions)	✓	Always	
Functional Requirements Specification	✓	Always	
Requirements Traceability Matrix	✓	Always	
System Design Products/Services			
Systems Design			
Functional Design Specification or Object Model, may include:	✓	Always	
Database Design (Logical and Physical Data Models, DED, ERD)	✓	Always	
GUI Design (Screen definitions)	✓	Always	
Reports Design	✓	Conditional	
Interfaces Design (Internal and External)	✓	Conditional	
Security Design	✓	Always	
Functional Prototype	✓	Conditional	
Technical Design Specification, may include:			
Architecture Model (systems, sub-systems, API)	✓	Always	
Hardware/Infrastructure Design	✓	Always	
Network Design	✓	Conditional	
Security Design	✓	Always	
Performance Specification	✓	Always	
System Development Products/Services			
Systems Development			
Developer's Handbook (standards, protocols, and best practices)	✓	Always	
Built and Tested Application Components to include:	✓	Always	
Operational Technical Architecture (Network, Storage, Infrastructure, Environments)	✓	Always	
Operational Database	✓	Always	
Application Logic	✓	Always	
User Interfaces	✓	Always	
Reports	✓	Conditional	
System Interfaces (Internal and External)	✓	Conditional	
Security to include:	✓	Always	
Application Security (Authentication and Authorization)	✓	Always	
Data Transmission Security	✓	Always	
Physical Security	✓	Conditional	
Personnel Security	✓	Conditional	
Administrative Security	✓	Always	
Code Repository - Configuration Management Methods/Tool	✓	Always	
Quality Assurance Products/Services			
Quality Management			

ARTIFACTS/DELIVERABLES	WHEN TO APPLY	
Quality Assurance & Test Plan	✓	Always
Quality Assurance Reviews (Design reviews, Code reviews, Test reviews)	✓	Always
Testing		
Unit Test Scripts	✓	Always
System Test Scripts	✓	Always
Integration Test Scripts	✓	Always
Performance and Stress Test Scripts	✓	Always
User Acceptance Scripts	✓	Always
System Defect Tracking Tools	✓	Always
Data Conversion Products/Services		
Data Conversion and Migration		
Data Conversion & Migration Plan	✓	Conditional
Conversion Analysis & Design (Data Identification and Data Mapping)	✓	Conditional
Data Conversion Development (Conversion Scripts)	✓	Conditional
Training Products/Services		
End-User Training		
End-User Training Plan	✓	Always
Curriculum Definition and Syllabus	✓	Always
Training Materials Development	✓	Always
Training Execution (Train-the-trainer and End-User Training)	✓	Always
Technical Support Training		
Technical Training Plan (Administration, Operations, and Help-Desk)	✓	Always
Systems Administration and Operations Handbook	✓	Always
Help-Desk Handbook	✓	Conditional
Systems Administration and Operations Training	✓	Always
Help-Desk Training	✓	Conditional
Deployment Products/Services		
System Deployment		
System Deployment Plan and Schedule	✓	Always
Pilot Site Deployment (Verification and Validation)	✓	Conditional
Production Deployment – Fully Operational System	✓	Always
Support Products/Services		
System Maintenance and Operations		
System Maintenance and Operations Plan	✓	Always
System Tuning and Remediation	✓	Always